North Ayrshire Council
Comhairle Siorrachd Àir a Tuath

Cunninghame House,
Irvine.

18 August 2016

Scrutiny and Petitions Committee

You are requested to attend a special Meeting of the above mentioned Committee of North Ayrshire Council to be held in the Council Chambers, Cunninghame House, Irvine on **WEDNESDAY 24 AUGUST 2016** at **2.00 P.M.** to consider the undernoted business.

Yours faithfully

Elma Murray

Chief Executive

1. **Declarations of Interest**
   Members are requested to give notice of any declarations of interest in respect of items of business on the Agenda.

2. **Minutes (Page 5)**
   The accuracy of the Minutes of (i) the ordinary meeting of the Committee held on 18 May 2016; and (ii) the special meeting held on 7 June 2016 will be confirmed and the Minutes signed in accordance with Paragraph 7 (1) of Schedule 7 of the Local Government (Scotland) Act 1973 (copy enclosed).

3. **Call In: Future Delivery of a Range of Connected Communities Services (Page 13)**
   Submit report by the Chief Executive on a Call In Request received in respect of the decision taken by the Cabinet at its meeting on 21 June 2016 in respect of the report on the Future Delivery of a Range of Connected Communities Services (copy enclosed).

4. **End of year 15/16 Council Plan Progress Report (Page 27)**
   Submit report by the Chief Executive on the progress of the Council Plan 2015/20 (copy enclosed).

5. **Directorate Plan 2015/18 Performance Reports as at 31 March 2016 (Page 53)**
   Submit report by the Chief Executive on an update on the performance of all Directorates as at 31 March 2016 (copy enclosed)

6 **Performance Management Update (Page 211)**
   Submit report by the Chief Executive on an update on Performance Management arrangements (copy enclosed).

7. **Complaint Report (Page 225)**
   Submit report by the Executive Director (Finance and Corporate Support) on the volumes and trends of complaints in financial year 2015/16 and the improvement actions undertaken by Services (copy enclosed).

8. **Urgent Items**
   Any other business that the Chair considers urgent.

Scrutiny and Petitions Committee

Sederunt: John Hunter (Chair) Alex Gallagher (Vice Chair) Robert Barr Matthew Brown Grace McLean Catherine McMillan Alan Munro	Chair: Attending: Apologies: Meeting Ended:

Scrutiny and Petitions Committee
18 May 2016

IRVINE, 18 May 2016 - At a Meeting of the Scrutiny and Petitions Committee of North Ayrshire Council at 2.00 p.m.

Present
John Hunter, Robert Barr, Matthew Brown, Alex Gallagher, Grace McLean and Catherine McMillan.

In Attendance
E. Murray, Chief Executive; L. Friel, Executive Director (Finance and Corporate Support); K. Yeomans, Executive Director (Economy and Communities); R. McCutcheon, Head of Service (Commercial Services) (Place); S. Quinn, Head of Service (Schools) (Education and Youth Employment); and A. Fraser, Head of Democratic Services, L. Cameron, Policy and Performance Officer and M. Anderson, Committee Services Team Leader (Chief Executive's Service).

Chair
Councillor Hunter in the Chair.

Apologies for Absence
Alan Munro.

1.   Declarations of Interest

There were no declarations of interest by Members in terms of Standing Order 10 and Section 5 of the Code of Conduct for Councillors.

2.   Minutes

The accuracy of the Minutes of the ordinary meeting of the Committee held on 9 March 2016 will be confirmed and the Minutes signed in accordance with Paragraph 7 (1) of Schedule 7 of the Local Government (Scotland) Act 1973.

Noted.

3.   Directorate Plans 2016/17 Update

Submitted report by the Chief Executive on the Council's 2016 update on the 2015/18 Directorate Plans. Appendices 1-5 set out the Directorate Plan for Democratic Services, Finance and Corporate Support, Education and Youth Employment, Economy and Communities, and Place, respectively. The 2015/18 Strategic Plan for the Health and Social Care Partnership, which was approved on 2 April 2015, is currently being refreshed prior to publication in summer 2016.

In introducing the report, the Chief Executive also advised of a Member Seminar on the subject of performance planned for the end of June 2016.

Members asked questions, and received further information, on the following:-

<u>Democratic Services</u>

- fees from taxi and private hire care operator and driver licences
- work to prepare for next year's local government elections and new Administration

The Head of Democratic Support also undertook to provide Members with confirmation of the number of full time equivalent staff across his Service.

<u>Finance and Corporate Support</u>

- factors affecting the time taken to administer Housing Benefit payments, Council Tax reductions and overpayments

<u>Education and Youth Employment</u>

- the circumstances surrounding the £1m investment in teachers' pensions and its funding mechanism
- plans to merge Additional Support Needs (ASN) educational provision via the construction of a new ASN school
- target setting in relation to SCQF Level 5 in Numeracy

The Head of Service (Schools) also undertook to provide Members with further information on the current attainment targets and the transition from previous attainment measures.

<u>Economy and Communities</u>

- work in respect of the Council Plan priority of growing our economy, increasing employment and regenerating towns
- funding levels from the European Social Fund
- whether town centre regeneration work would cover the whole of North Ayrshire
- arrangements for the distribution of community funds arising from Landfill Tax

The Executive Director (Economy and Communities) also undertook to provide Members with a briefing note on the arrangements associated with the distribution funding from the Scottish Landfill Communities Fund.

Place

- Waste services costs
- the Central Establishment Cost element of school meal costs.

The Head of Service (Commercial Services) also undertook to provide Members with a breakdown of the costs associated with Waste services;

The Committee agreed to (a) note the 2016 updates of the 2015/18 Directorate Plans as approved by the Cabinet on 26 April 2016; and (b) receive 6-monthly progress reports.

The meeting ended at 2.45 p.m.

Scrutiny and Petitions Committee
7 June 2016

IRVINE, 7 June 2016 - At a Special Meeting of the Scrutiny and Petitions Committee of North Ayrshire Council at 1.00 p.m.

Present

John Hunter, Robert Barr, Matthew Brown, Alex Gallagher, Catherine McMillan and Alan Munro

Also Present

Ian Clarkson, Joe Cullinane and Donald Reid (as signatories to the Call In request), Marie Burns (on behalf of Alan Hill as relevant Cabinet Member) and Tom Marshall (as a local Elected Member).

In Attendance

E. Murray, Chief Executive; Mark Inglis, Senior Manager (Intervention Services) (Health & Social Care Partnership); A.Laurenson, Team Manager (Regeneration) and J. Cumming, Project Officer (Economy and Communities); and A. Fraser, Head of Democratic Services and M. Anderson, Committee Services Team Leader (Chief Executive's Service).

Chair

Councillor Hunter in the Chair.

Apologies for Absence

Grace McLean.

1. **Declarations of Interest**

There were no declarations of interest by Members in terms of Standing Order 10 and Section 5 of the Code of Conduct for Councillors.

2. **Call In: Gallowgate Square, Largs**

Submitted report by the Chief Executive on a Call In Request received in respect of the decision taken by the Cabinet at its meeting on 24 May 2016 to proceed to take forward the Gallowgate Square development in line with the decision of Cabinet on 15 September 2015.   A copy of the Cabinet report was provided at Appendix 1 to the report.

At its meeting on 24 May 2016, the Cabinet received a report by the Chief Executive on the current position in relation to Gallowgate Square, Largs. The report set out the background to a decision by the Council to suspend the Gallowgate Square development pending the outcome of further consideration of the Masterplan priorities, as recommended by the North Coast Committee. The report also detailed that three Members of the former North Coast Area Committee had advised that they wished to proceed with the Gallowgate Square development and that a review of the Masterplan priorities was not required.

The Cabinet, at its meeting on 24 May 2016, agreed, in terms of Standing Order 21, to suspend Standing Order 23, to allow consideration of the matter. The Cabinet then agreed that officers now proceed to take forward the Gallowgate Square development in line with the decision of Cabinet on 15 September 2016.

Subsequently, a Call In request was received from Councillors Clarkson, Cullinane and Reid in the following terms:-

"Reason for Call in -To question whether the Gallowgate Square project is the most urgent priority for spending on the Largs Master Plan and to question if the amount of money allocated to it is likely to be a profitable investment.

Desired Outcome - That the Scrutiny Committee recommends that activity and spending on the Gallowgate Square project is suspended until there is a full review by North Coast Councillors and Council Officers to confirm the Master Plan priorities."

The Head of Democratic Services summarised the procedure for considering the Call In request and set out the circumstances surrounding the Cabinet decision. Members sought and received clarification on the background to the decisions taken in relation to this matter.

Thereafter, the Members who had requested the Call In were invited to speak. Councillor Reid addressed the Committee in support of the Call In request, querying whether the Gallowgate Square project represented the best use of capital funds within Largs. He cited the condition of the Promenade as a long-standing outdoor access issue and referred to the use made of the Promenade by the visitors and the local community.

The other signatories to the Call In request were also invited to speak but declined to do to.

The Chair then invited Councillor Burns to address the meeting on behalf of Councillor Hill as the relevant Cabinet Member. Councillor Burns made reference to the extensive consultation exercise which had been undertaken and had identified the Gallowgate Square development as one of the top ranked projects, together with Main Street/Tron Square/the Ferry Terminal. Councillor Burns further advised that, whilst the cost associated with other projects within the Masterplan exceeded £1m, the Gallowgate Square project was currently affordable. Councillor Burns concluded by summarising the various stages of consultation and formal decision-making which had led to the Cabinet decision to proceed with the Gallowgate Square project.

Members then asked questions, and received clarification, on the following:-

- the cost of the various projects within the Masterplan and the availability of funding; and
- the size of Gallowgate Square and its likely use

Councillor Marshall was then invited by the Chair to address the meeting as a local Elected Member. Councillor Marshall advised that three of the four local Members were in favour of the Gallowgate Square project proceeding at this stage and queried the accuracy of the North Coast Area Committee Minute which had recommended to Council suspension of the project. Councillor Marshall pointed out that the decision to proceed with Gallowgate Square as part of the Masterplan had not been called in previously. He added that the project had the support of local people and businesses, including the Largs Bid.

Members then asked further questions, and received clarification, on the following:-

- whether a review of the Masterplan priorities had already been undertaken and the nature of the review proposed by the Call In request;
- the accuracy of the North Coast Area Committee Minute which recommended to the Council suspension of the Gallowgate Square project; and
- the likely outcome of any recommendation to Cabinet to adopt the terms of the Call In.

Councillor Gallagher, seconded by Councillor Munro, moved that the Committee accept the terms of the Call In request.

As an amendment, Councillor McMillan, seconded by Councillor Brown, moved to reject the terms of the Call In request.

On a division, there voted for the amendment 3 and for the motion 3 and, on the casting vote of the Chair, the motion was declared carried.

Accordingly, the Committee agreed to recommend to the Cabinet that activity and spending on the Gallowgate Square project is suspended until there is a full review by North Coast Councillors and Council Officers to confirm the Master Plan priorities.

The Meeting ended at 1.25 p.m.

NORTH AYRSHIRE COUNCIL

Agenda Item 3

24 August 2016

Scrutiny and Petitions Committee

Title:	Call In - Future Delivery of a Range of Connected Communities Services
Purpose:	To allow the Committee to consider a Call In Request in respect of the decision taken by the Cabinet at its meeting on 21 June 2016 in respect of the report on the Future Delivery of a Range of Connected Communities Services.
Recommendation:	Agree that the Committee considers the Call In request.

1. Executive Summary

1.1 At its meeting on 21 June 2016, the Cabinet received a report by the Executive Director (Economy and Communities) on the alternative options for the delivery and management of a range of Connected Communities services, which were outlined in Appendix 1 to the report and included the recommendation of progression of Option 1 - creating a new arms-length organisation to deliver cultural services and lease the relevant properties; and Option 2 - commissioning the delivery and management of the services from and leasing properties to KA Leisure to a detailed business analysis.

1.2 The Cabinet agreed (a) that the options relating to a non-profit distributing body, being a charity or company limited by guarantee should be progressed to a detailed business analysis; (b) to remit to officers to enter into discussions with the Board and management of KA Leisure as part of the process of developing the detailed business cases; and (c) that a further report on the analysis of the agreed options and recommendations for the future delivery of the services in scope be presented to a future Cabinet meeting.

1.3 A request dated 27 July 2016 was subsequently received in terms of the Call In procedure set out in the Council's Scheme of Administration and Standing Orders, that the Scrutiny and Petitions Committee examine the decision taken by the Cabinet.

2. Background

2.1 The Call In request, which was signed by Councillors Bell, Cullinane and Reid, is in the following terms:-

"Reason for Call in - We are disappointed that we require to call in this item on the grounds that the due democratic process has not been followed allowing all members to understand the proposal and discuss it.

An all member seminar was arranged and substantial notice was given but it was cancelled at less than a working days notice. Members were advised that it would be reconvened but to date this has not occurred.

Members have not been provided or consulted on in any of the specifics regarding this proposal or briefed on the services to be transferred either at an all member meeting or at an Advisory Panel.

Desired Outcome - To seek an all members briefing/meeting to appraise, inform members of the options available and detail all potential services that are being considered for transfer. Members should be consulted on the options at this meeting.

All future decisions relating to the transfer of Connected Communities to a trust or other body following the options appraisal will require to be approved by full Council."

2.2 A copy of the original report presented to the Cabinet on 21 June 2016 is attached as Appendix 1 to this report.

2.3 The Call In request is valid for consideration by the Committee. The request was received within the appropriate timescale, it was signed by three Elected Members and details were provided on both the reason for the Call In and the desired outcome.

2.4 The Elected Members who have submitted the Call In will be invited to address the Scrutiny and Petitions Committee to explain the Call In request. The appropriate Cabinet Member accompanied by senior officers will then be invited to clarify the reasons for the decision. The Committee will have an opportunity to ask questions of both parties and of those officers in attendance.

2.5 The Committee will then debate the Call In request and decide whether or not it agrees with the decision of the Cabinet.

2.6   Where the Committee does not agree with the decision of the Cabinet, the matter will be referred to the next meeting of the Cabinet with recommendations from the Scrutiny and Petitions Committee for alternative action. The Scrutiny and Petitions Committee therefore has to:-

i)   decide if it agrees or not with the decisions of the Cabinet; and
ii)   consider what alternative action the Committee would recommend to the Cabinet if it does not agree with the decision.

2.7   When the matter is considered by the Cabinet, the Chairperson or another member of the Scrutiny and Petitions Committee will have the right to attend the Cabinet and speak in support of any recommendation.

2.8   In the event the Cabinet declines to accept the recommendation from the Scrutiny and Petitions Committee the matter will be referred to the next meeting of the Council for determination. The decision of the Council will be final.

3.   Proposals

3.1   That the Committee considers the Call In Request.

4.   Implications

Financial:	None directly arising from this report.
Human Resources:	None directly arising from this report.
Legal:	None directly arising from this report.
Equality:	None directly arising from this report.
Environmental & Sustainability:	None directly arising from this report.
Key Priorities:	None directly arising from this report.
Community Benefits:	Not applicable.

5.   Consultation

5.1   No further consultation has been undertaken in compiling this report

Elma Murray

ELMA MURRAY
Chief Executive

Reference :
For further information please contact Melanie Anderson, Committee
Services Team Leader on telephone number 01294 324131

Background Papers
None.

NORTH AYRSHIRE COUNCIL

Agenda Item 10

21 June 2016

Cabinet

Title:	**Future Delivery of a Range of Connected Communities Services**
Purpose:	To seek approval to explore alternative options for the delivery and management of a range of Connected Communities services.
Recommendation:	That Cabinet approves recommendations to proceed to a detailed analysis of the viability of delivering a range of services via an arms' length organisation.

1.   Executive Summary

1.1   At its budget of 17th February 2016, North Ayrshire Council agreed to explore a proposal to make efficiencies of c. £450,000 by transferring the delivery of a range of services and leasing properties to an arms-length external organisation, thus saving in non-domestic rates (NDR) and reducing the impact of required efficiencies on those services which are in scope. It is acknowledged that further savings from the current in-house services are difficult to achieve against a background of previous efficiencies already delivered.

1.2   120 staff are employed across the services in scope which are:

● Libraries;

● Heritage Services;

● Arts Services;

● Eglinton Park and ranger services;

● Community Facilities; and

● Active Schools.

1.3   A two stage high level options appraisal has been carried out and was based on the following criteria:

● The ability to deliver a significant level of NDR savings; and

● The ability to minimise impact on, or improve, services.

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1.4   The two stage options appraisal resulted in the following recommendations:

1.4.1   A non-profit-distributing body, which is a charity/company limited by guarantee is the most suitable arms' length vehicle to meet the financial requirements and deliver the outcomes required by the Council; and

1.4.2   Within the parameters of 1.3 and 1.4.1 above, two delivery options should be progressed to a detailed business case:

- The setting up of a cultural trust (charity/company limited by guarantee) to deliver the Council's services which are in scope; and

- The transfer of further, cultural, services, to the Council's existing arms' length organisation, KA Leisure (a charity/company limited by guarantee).

1.5   The above options at 1.4.2 should now be the subject of a detailed financial, HR and legal analysis, including procurement of services, to inform a further final decision to be made by Cabinet in relation to the proposed transfers. These options, or additional options which emerge in the development of the detailed business case, and the risks associated with them, will be benchmarked against the current situation – the status quo, including the proposed savings of £450,000.

1.6   A further report in relation to the detailed business analysis will be brought to Cabinet.

2.   Background

2.1   Statutory Position

2.1.1   Local authority provision of culture and leisure is partly defined by statute and partly by the agreed strategic priorities set by individual Councils.

2.1.2   These strategic priorities contribute in turn to wider Corporate and Community Planning outcomes, including health improvement, employability, and strong local communities.

2.1.3 In terms of statutory requirements:

- Local authorities have a statutory duty to provide library services, as outlined in the Local Government (Scotland) Act 1973.

- There are no explicit statutory duties in relation to sport, museums, galleries or arts services. These are covered in a more general obligation under the Local Government (Scotland) Act 1994 to: *"ensure that there is adequate provision of facilities... for recreational, sporting, cultural and social activities."*

- The Local Government (Scotland) Act 1994 and the Public Records (Scotland) Act 2011 also requires local authorities to make proper arrangements for the preservation and management of its records.

2.2 Connected Communities Service Redesign

2.2 1 At its budget of 17th February 2016, North Ayrshire Council agreed to explore a proposal to make efficiencies of c. £450,000 by transferring the delivery of a range of services and leasing properties to an arms-length external organisation, thus saving in non-domestic rates and minimising the impact of required efficiencies on those services which are in scope. Councils are increasingly using ALEOs as an alternative way of delivering services at a time of significant budget reductions. Where appropriate, ALEOs can offer potential for reduced costs, new sources of income and greater flexibility. However there may also be increased risks.

2.2.2 Over the past five years Connected Communities services in North Ayrshire have undergone a series of service redesigns, resulting in continued delivery of high quality and sector leading services within a base budget reduction of 32%. These redesigns have included a significant reduction in management expenditure; cessation of out of school care and a review of children and families services; reshaping of community development services on locality principles; a reduction in library opening hours and expenditure; a scheduling approach to community facilities letting to improve efficiency; service redesigns in all services; and a review of resource budgets.

2.2.3 At the same time, Connected Communities have developed sector leading and nationally recognised approaches to the following:

- Locality planning;
- Participatory budgeting;
- Community and spatial planning development;
- Community empowerment;
- Engagement and consultation;
- Young people's engagement and democratic participation;
- Outdoor education;
- Digital inclusion;
- Digital heritage development;
- School library service redesign;
- Countryside ranger professional development; and
- Play.

2.2.4 The scope for delivering more savings from the current, in-house situation is now very limited without significant impact to the services being delivered. However, further efficiencies are now required and it is necessary to examine the optimum ways to deliver £450,000 in savings while retaining excellent services for our communities. The projected potential saving from NDR for the services in scope is c. £550,000. It is, however, recognised that there will be ongoing revenue costs associated with the transfer of services which will reduce the final total efficiencies which can be delivered within this scenario.

2.3 Options Appraisal: Stage 1: The delivery model

2.3.1 A number of vehicles for future service delivery have been reviewed in relation to the following criteria which are:

- The ability to deliver a significant level of NDR savings; and
- To minimise impact on, or improve, services.

2.3.2 The options in relation to delivery vehicles are outlined and summarised below, with commentary:

Fig. 1.

Vehicle	Commentary
1. Status Quo – current service model, with a further reduction in services of £450,000	This option would not deliver NDR savings and a significant reduction in the service provided would be required to deliver the £450k saving.
2. Shared service approach with other local authorities	North Ayrshire is already a recent founder member of a Scottish library management system consortium with a number of other organisations, mainly trusts, which provides service improvements and reduces costs; and a member of a new digital resources consortium. No current shared service options to further reduce costs are available. This option would not deliver NDR savings.
3. Privatisation of service delivery	This option would not deliver NDR savings. There is no precedent in Scotland.
4. A non- profit-distributing body, which is a charity/company limited by guarantee (ALEO)	This option would deliver NDR savings. Current practice across Scotland reveals that cultural services can flourish in trust management, due in part to opportunities to seek external funding and donations and due to greater flexibility in developing commercial partnerships.

2.3.4 The first stage of the options appraisal (summarised in the table at 2.2.6 above) therefore recommends that a non-profit-distributing body, which is a charity/company limited by guarantee (ALEO), is the vehicle which would be most likely to meet the relevant criteria, i.e. the ability to deliver a significant level of NDR savings and to minimise impact on services.

2.4 Options Appraisal: Stage 2: The ALEO

2.4.1 The second stage of the high level options appraisal then examined the respective advantages and disadvantages of three possible configurations in relation to a non-profit-distributing body, which is a charity/company limited by guarantee (ALEO). These are:

- Creating a new arms-length organisation to deliver cultural services and lease the relevant properties;

- Commissioning the delivery and management of the services from and leasing properties to the Council's current ALEO, KA Leisure; and

- Dissolving KA Leisure and creating a new single ALEO to deliver all leisure and cultural services.

2.4.2 The appraisal reflected the three main criteria advised by Audit Scotland guidance, namely:

- Potential to achieve financial efficiencies and savings;

- Opportunities to improve services and deliver outcomes which contribute to the wider strategic objectives of the Council (Council Plan and the Community Plan); and

- Ease and practicality of implementing any new commissioning arrangements, including acceptability considerations.

2.4.3 Any transfer or commissioning of services to a new delivery vehicle will require the Council to tender these services under EU procurement law, unless an exemption applies. The key public sector exemption is known as the Teckal exemption and is now codified in regulation 12 of the Public Contract Regulations 2015. The conditions for the exemption to apply are:

- The Council as Contracting Authority (CA) must exercise over the legal person concerned a control which is similar to that which it exercises over its own departments; (the control requirement);

- More than 80% of the activities of the controlled legal person are carried out in the performance of tasks entrusted to it by the Contracting Authority or by other legal persons controlled by that CA; (the activity requirement);

- There is no direct private capital participation in the controlled legal person with the exception of non-controlling and non-blocking forms of private capital participation which do not exert a decisive influence on the controlled legal person. Control is defined at Regulation 12(3) as meaning that the CA exercises a decisive influence over both strategic objectives and significant decisions of the controlled legal person.

2.4.4 The options are outlined and summarised, with commentary in Appendix 1. These are:

- Option 1. Creating a new arms-length organisation to deliver cultural services and lease the relevant properties;

- Option 2. Commissioning the delivery and management of the services from and leasing properties to KA Leisure; and

- Option 3. Dissolving KA Leisure and creating a new single ALEO to deliver all leisure and cultural services.

2.4.5 The second stage of the options appraisal (see Appendix 1) recommends that, based on their ability to meet the required criteria, two of the above options are deserving of being progressed to a detailed business analysis. These are:

- Option 1: Create a new arms-length organisation to deliver cultural services and lease the relevant properties; and

- Option 2: Commission the delivery and management of the services from and lease relevant properties to KA Leisure. Depending on the extent of changes required to the structure of KA Leisure to enable it to comply with the Teckal tests, this could be delivered through either options 2 or 3.

2.4.6 The main potential benefits identified from these scenarios are:

- The capacity to safeguard frontline services by securing savings entirely from non-domestic rates savings; and

- Increasing capacity of a well-designed organisation to continue to deliver excellent and integrated services across a broad range of strategic outcomes.

2.4.7 An exploration of the way in which Active Schools relates to the future state in relation to an integrated approach to service delivery will form part of the detailed business case.

2.5 Key issues that will be explored in this process are as follows:

- Procurement – whether the services need to be advertised in OJEU and procured under an EU tender or whether the Teckal exemption test detailed in 2.4.1 can be satisfied;

- Financial – the direct costs of establishing and supporting a new or enlarged organisation, including the risk of unforeseen costs when services are delivered at arms-length from the Council;

- Loss of democratic control - the need for proper governance and oversight of services delivered by an organisation that is outside the Council;

- The need for the Council to retain responsibility for the provision of services, and the security of Council assets if the venture fails;

- State Aid implications;

- HR – the issues around the alignment of existing and new staff;

- The risk of changes to NDR and business rates legislation;

- Support service requirements and costs: HR, finance and management costs and service delivery options;

- Service level agreements;

- ICT systems;

- Irrecoverable VAT;

- TUPE transfers;

- Property maintenance responsibilities;

- Implications of both options for KA Leisure.

3. Proposals

3.1 It is proposed that Cabinet approves that the following options should be progressed to a detailed business analysis:

- The creation of a new arms-length organisation to deliver cultural services and lease the relevant properties; and

- The commissioning of the delivery and management of the further services in scope from, and leasing relevant properties to, KA Leisure.

3.2   If, in the exploration of the above options, further variations of these options emerge which meet the above criteria, it is proposed that Cabinet notes that these will be explored within the current process.

3.3   It is proposed that Cabinet remits officers to enter into discussions with the board and management of KA Leisure as part of the process of developing the detailed business cases.

3.4   It is proposed that Cabinet agrees to accept a further report which will contain an analysis of the agreed options and make recommendations for the future delivery of the services in scope.

4.   Implications

Financial:	Financial efficiencies are required within the Council's budget 2016 -18. This paper proposes an approach to exploring mechanisms for the delivery of efficiencies of £450,000. There are no direct financial implications contained within the current report.
Human Resources:	There are no human resources implications contained within the present report. However, support will be required from a range of Council services and from KA Leisure to explore the above delivery options and to make detailed assessments of the HR, TUPE and affordability implications of any proposals. A further paper to Cabinet will report on any HR implications which emerge in the detailed business analysis.
Legal:	There are no legal implications contained within the present report. However, a further report to Cabinet will report in detail on the legal, procurement and legal resource implications which emerge in the further detailed analysis.
Equality:	There are no equality implications contained within the present report. A further report to Cabinet will report on any equalities implications which emerge in the detailed business analysis.
Environmental & Sustainability:	There are no environmental and sustainability implications contained within the present report.
Key Priorities:	The proposals contained within the report support the development of stronger and healthier communities.
Community Benefits:	

5.   Consultation

5.1   Consultation has taken place with staff, partners, all relevant Council departments, the North Ayrshire Federation of Community Associations (NAFCA) and other stakeholders. Further consultation will take place during the development of the detailed business case.

KAREN YEOMANS
Executive Director (Economy and Communities)

Reference :
For further information please contact Audrey Sutton, Head of Service (Connected Communities) on (01294) 324414.

Background Papers
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Agenda Item 4

24 August 2016

Scrutiny and Petitions Committee

Title:	**End of year 15/16 Council Plan Progress Report**
Purpose:	To advise Committee on the progress of the Council Plan 2015/20.
Recommendation:	That Committee agrees to (a) note the progress made in implementing the Council Plan 2015/20; and (b) note that progress on the Council Plan indicators will be incorporated into the Public Performance Reporting report to Cabinet on 27 September 2016 and Scrutiny and Petitions on 19 October 2016.

1. Executive Summary

1.1 This report provides an update on the progress of the Council's **Strategic Priorities**:

- Growing our economy, increasing employment and regenerating towns
- Working together to develop stronger communities
- Ensuring people have the right skills for learning, life and work
- Supporting all of our people to stay safe, healthy and active
- Protecting and enhancing the environment for future generations

1.2 The Directorate Plans provide more detail on how the Council Plan is implemented across the priorities. Progress on the Directorate Plans is reported on a six monthly basis to Committee.

2. Background

2.1 On the 18 March 2015 Council agreed that Council Plan progress will be reported on a six monthly basis to the Extended Corporate Management Team and Committee through the Directorate Plans.

2.2 A Council Plan scorecard was developed which enable progress to be measured against the Strategic Priorities. Council agreed that progress on the scorecard would be reported annually to Cabinet.

3.   Proposals

Council Plan 2015/20

3.1   The owners of the performance measures under the five strategic priorities and enablers have provided updates on progress from 1 April 2015 to 31 March 2016.

3.2   Narrative on progress for each of the 58 measures is provided in **Appendix One.**

3.3   The latest available expected outcomes shown for the performance measures with values and targets indicate: -

   ● 65% are on target
   ● 16% are slightly adrift of target
   ● 18% are significantly adrift of target

3.4   A logic mapping exercise has been carried out on the new Council Plan. This highlighted improvement is required to connect our strategic priorities, how we say we will deliver those priorities and how we will measure and assess our progress.

3.5   Work will continue to ensure that we have robust performance measures in place to assess our progress.

3.6   By 31 March 2016 81% of measures in the Council Plan were on target or slightly adrift of target.

3.7   It is proposed that the Committee (a) note the progress made in implementing the Council Plan 2015/20; and (b) note that progress on the Council Plan indicators will be incorporated into the Public Performance Reporting report to Cabinet on 27 September 2016 and Scrutiny and Petitions on 19 October 2016.

4.   Implications

Financial:	There are no financial implications arising from this report.
Human Resources:	There are no human resources implications arising from this report.
Legal:	There are no legal issues arising from this report.
Equality:	There are no equality issues arising from this report.
Environmental & Sustainability:	The Council Plan includes the Strategic Priority - *Protecting and enhancing the environment for future generations.*
Key Priorities:	This report links to the Council's key priorities.
Community Benefits:	There are no community benefits arising from this report.

5.   Consultation

5.1   The Extended Leadership Team has considered this report. Cabinet agreed the report on 21 June 2016.

ELMA MURRAY
Chief Executive

Reference :
For further information please contact Anne Todd, Senior Policy and Performance Officer on 01294 324140

Background Papers
Council Plan 2015/20
Directorate Plans 2015/18

Appendix 1

Council Plan 15/20 - List of all PIs

Generated on: 06 June 2016

North Ayrshire Council
Comhairle Siorrachd Àir a Tuath

Priority SP 1. Growing our economy, increasing employment and regeneration towns

Code	Description	Short Name	2014/15		2015/16		Latest Note	2014/15 Status	2015/16 Status
			Value	Target	Value	Target			
REC201213_30	Business Gateway Start–Ups	Business Gateway Start–Ups	234		168		**2015/16 – Quarter Four Update**: The decrease between 2014/15 and 2015/16 was due to operational challenges faced when moving Business Gateway from what had been a contracted out model to an in–house model. Due to the transitional nature of Business Gateway during 2015/16 it was not possible to set a target for that year. As of April 2016 we have a fully integrated team, new public–facing office and a clear strategy so can now set targets and fully expect a figure closer to 265 for 2016/17.	?	?
CP_DE_P04	Number of Modern Apprentices supported through North Ayrshire sponsored initiatives	Number of Modern Apprentices supported through North Ayrshire sponsored initiatives	267	272	220		**2015/16 – Quarter Four Update**: No target for this PI was set for 2015/16 as during the year the Modern Apprentice Review took place alongside a gap in European Social Fund (ESF) funding. However, now the review is complete and ESF funding has been secured, targets have been set for the next 2 years.	⚠	?
EG_03	Gross weekly earnings –	Gross weekly earnings –	£507.40	£472.00	£479.80	£481.50	**2015/16 – Quarter Four Update**: This target has been provisionally set at +2% per annum (compound rate) with the base year of 2012/13.	✔	✔

Code	Description	Short Name	2014/15		2015/16		Latest Note	2014/15 Status	2015/16 Status
			Value	Target	Value	Target			
	Workforce based	Workforce based					This is based on "'Research into data from human resources surveys and on pay settlements, suggests that a 'new normal' of 2 per cent wage growth may be here to stay.' (Blanchflower and Machin 2016)." The Council's Annual Performance Report contains details of the Council's activity that contributes towards improving the economy, for example securing the minimum wage rate, appropriate to their age group, for Council's Modern Apprentices.		
EG_10	Town Centre footfall has increased	Town Centre footfall has increased			1,344,382	1,393,000	2015/16 – Quarter Four Update: This represents the annual footfall in Irvine town Centre and links to our town centre regeneration programme. This is the first year of operating the counters and we are developing our approach. Footfall counters in two other town centres are being introduced in 16/17.		⚠️
EG_11	Leverage of External Funding	Leverage of External Funding			2.03		2015/16 – Quarter Four Update: This figure represents the leverage of external funding (£ per £ of Council contribution) for the Economic Growth Service. It is based on the total figure of £5.7 million of external funding against £2.8 million of Council contribution. This contains £1.79 million from the European Social Fund (ESF) and Youth Employability Scotland (YES) as well as £1.8 million from Strathclyde Partnership for Transport (SPT) Capital programme for projects such as the A841 upgrade.		📈
SOA_WNA 12	Percentage of working age population in employment	Percentage of working age population in employment	70.5%	64.2%		64.7%	2015/16 – Quarter Four Update: The Employment Rate is 65.1% of the working age population, for the period Oct 14–Sept 15 which is the most recent data available. It is derived from 55,100 people aged 16–64 being in employment out of 84,700 total working age population. The source is NOMIS, Annual Population Survey. Latest data was sourced on 31st March 2016, with 2015/16 data expected to be available at the end of September 2016.	✅	❓

Code	Description	Short Name	2014/15		2015/16		Latest Note	2014/15 Status	2015/16 Status
			Value	Target	Value	Target			
							The Council's Annual Performance Report contains details of the Council's activity that contributes towards improving employment. For example in 2015/16 our business activity has helped to support the creation of 350 jobs (an increase from 269 in 2014/15) and 428 unemployed people have been supported into work as a result of assistance from Council employability programmes including the Council's Modern Apprenticeship programme, Skills for Life programme, employer recruitment incentives, the new Employability Hub at Stevenston and other sector based initiatives.		
SOA_WNA 21	Employment rate for age 16–24	Youth employment rate	52.2%	52.9%		53.9%	**2015/16 – Quarter Four Update**: The most recent data available relates to October 2014 – Sept 2015 as at March 2016. Percentage in employment aged 16–24 is 50.1% (5,700 out of 11,400 = 50.1%). There is a high degree of statistical error in this figure – there is a 95% chance the real figure will lie within 9.9% of the 50.1% figure, due to survey sample sizes. (Sourced from NOMIS annual population survey). 2015/16 annual figure will be available in September 2016. The Council's Annual Performance Report contains details of the Council's activity that contributes towards improving employment. For example 428 unemployed people have been supported into work as a result of assistance from Council programmes including the Council's Modern Apprenticeship programme, Skills for Life programme, employer recruitment incentives, the new Employability Hub at Stevenston and other sector based initiatives. Good progress has now been made in reducing unemployment among young people and North Ayrshire now has a much reduced concentration of unemployment in the 16 – 24 year age group.	⚠	❓

Code	Description	Short Name	2014/15		2015/16		Latest Note	2014/15 Status	2015/16 Status
			Value	Target	Value	Target			
SOA_WNA4	Gross value added (GVA) per head of working population. This is measured per calendar year.	Gross value added		£45,255.00			**2015/16 – Quarter Four Update**: Gross Value Added per employee is a measure of economic productivity in North Ayrshire. The 2011 baseline figure was £39,093 and annual targets were set at +5% per annum for 2012–14 (2012=£41,048, 2013=£43,100, 2014=£45,255). The latest data (2013) show strong growth to £45,767. New data for 2014 is available in September 2016. The medium-term outlook is for slower GVA growth due to local and national economic conditions. (Historic figures have been amended as we now have a robust method of measuring this indicator.)

The Council's Annual Performance Report contains details of the Council's activity that contributes towards improving the economy. For example in 2015/16 the Council has assisted 388 businesses through its Economic Growth services; an increase in the figure of 237 in 2014/15. A total of 350 jobs were created as a result of Council business support activity and 428 unemployed peopled assisted into work through Council employability programmes.

A total of £4.9m of external funding has been generated from across EU, Scottish Government and national agencies to support in the main employability, transport and Active Travel projects. | ❓ | ❓ |
| SOA15-16_WNA02 | Number of unemployed people who have progressed to employment through participation in | Number of unemployed people who have progressed to employment through participation in | | | 428 | | **2015/16 – Quarter Four Update**: In addition to those who have progressed into work, the Council supported 541 residents through CEIS and the Employability Hubs during 2015/16, meaning the total number of unemployed people supported by the Council over the year is 969.

No target was set for this PI for 2015/16 as a gap in funding from the | | ❓ |

Code	Description	Short Name	2014/15		2015/16		Latest Note	2014/15 Status	2015/16 Status
			Value	Target	Value	Target			
	NAC funded or operated employability activities	NAC funded or operated employability activities					European Social Fund (ESF) meant it would be difficult to estimate. However, ESF funding has been secured for 2016/17 and future targets have been set.		
SOL_ECDEV01	SECON01: % Unemployed people accessing jobs via Council funded / operated employability programmes	% Unemployed People Assisted into work from Council operated / funded Employability Programmes	16.03 %				**2015/16 – Quarter Four Update**: Information for 2014/15 is the most recent available (16.03% as published by the Improvement Service in January 2016). Data relating to 2015/16 is due to be published in January 2017. The Council's Annual Performance Report contains details of the Council's activity that contributes towards reducing unemployment. For example in 2015/16, 428 unemployed people have been supported into work as a result of assistance from Council programmes including the Council's Modern Apprenticeship programme, Skills for Life programme, employer recruitment incentives, the new Employability Hub at Stevenston and other sector based initiatives. Good progress has now been made in reducing unemployment among young people and North Ayrshire now has a much reduced concentration of unemployment in the 16 – 24 year age group.		

Priority SP 2 Working together to develop stronger communities

Code	Description	Short Name	2014/15		2015/16		Latest Note	2014/15 Status	2015/16 Status
			Value	Target	Value	Target			
CC_08	Number of adults accessing adult learning opportunities	The number of adults accessing adult learning opportunities	63,588	60,000	73,505	49,500	**2015/16 – Quarter Four Update**: This indicator includes all contacts with adults accessing adult learning opportunities within Connected Communities. This includes developing skills in relation to employability and community capacity building. We		

Code	Description	Short Name	2014/15		2015/16		Latest Note	2014/15 Status	2015/16 Status
			Value	Target	Value	Target			
	provided by Connected Communities. (Formerly E&S_P_C01.)	provided by Connected Communities					continue to work in partnership to deliver learning opportunities e.g. RNIB and Action on Hearing Online Today sessions in libraries helping those with sensory loss get online. The impact of the implementation of substantial efficiency savings programmes was reflected in a lower target for 15/16, however numbers have exceeded expectations.		
CC_09	Number of volunteers who are active in Connected Communities and Third Sector Interface activities. (Formerly E&S_P_C06.)	The number of volunteers who are active in Connected Communities and Third Sector Interface activities	7,585	7,000	8,602	8,000	2015/16 – Quarter Four Update: The target for this PI has been exceeded for the second year running and the trend remains positive. Work across the Ayrshire Community Trust and Connected Communities continued to provide complementary volunteering opportunities and support for individuals and communities. Information and Culture are funded by the Macmillan Cancer Information Service to co-ordinate and deliver training to volunteers at Saltcoats Library and its outreach services as a new business model.	✅	✅
SOA_WNA 15	Tourism visitor numbers	Tourism visitor numbers	1,123, 960			1,171, 333	2015/16 – Quarter Four Update: The most up to date tourism figures relate to 2015 (1,171,333 visitors) which were made available at the end of May. The Arran figures are still subject to confirmation, which should be available by the end of June. The Tourism Service has been reviewed and a new service launched in April 2016.	❓	❓
SOA_WNA 9	Resident confidence about the future wellbeing and economic	Resident confidence about the future wellbeing and economic			31	31	2015/16 – Quarter Four Update: There was a response rate of 68% of the 2000 respondents in 2015 giving a total of 1317 replies. – 1,164 by post, 99 online, 54 telephone;		✅

Code	Description	Short Name	2014/15		2015/16		Latest Note	2014/15 Status	2015/16 Status
			Value	Target	Value	Target			
	prospects of local area	prospects of local area					– 6 focus groups, 8–10 participants in each. – Very confident 2% – Fairly confident 29% – Neither/nor 20% – Not very confident 41% – Not at all confident 8% Compared to 2011 there has been a fall in not very confident category to 8% in 2015 and a small decrease from in the very confident category from 3% to 2%. The recovery in the Scottish economy is still fragile and this is reflected in the growing number of more cautious responses.		
SP_ES_P_E 01	SP_ES_P_E01: Number of Active volunteers who have participated in training delivered by Connected Communities.	Number of Active volunteers who have participated in training delivered by Connected Communities	4,875	4,900	11,28 5	2,000	2015/16 – Quarter Four Update: In 14/15 the Capacity Team did not log all of the training events that they were offering. This process was made more robust in 15/16 which led to a perceived increase. In addition, Information and Culture are funded by the Macmillan Cancer Information Service to co-ordinate and deliver training to volunteers at Saltcoats Library and its outreach service as a new business model.	✅	✅
SP_ES_P_E 02	SP_ES_P_E02: Number of Groups who have participated in training	Number of Groups who have participated in training delivered by Connected Communities	8,217	8,000	2,669	4,000	2015/16 – Quarter Four Update: The Third Sector Interface now have responsibility for providing support to the Community and Voluntary sector and have undertaken a wide range of training previously offered the Council e.g. around grants, data protection, governance arrangements. Secondly, our staffing complement was reduced by 4.5 FTE at the same time as more	✅	🛑

Code	Description	Short Name	2014/15		2015/16		Latest Note	2014/15 Status	2015/16 Status
			Value	Target	Value	Target			
	delivered by Connected Communities.						emphasis was placed upon community engagement and locality planning.		
SP_ES_P_E03	SP_ES_P_E03: Number of groups accessing support and guidance by Connected Communities.	Number of groups accessing support and guidance by Connected Communities	588	500	600	600	2015/16 – Quarter Four Update: This figure comes in exactly on target partly due to the first Participatory Budgeting event that took place in March. This featured 52 community groups applying for a share of £12,000 of CPP investment for local projects. The process was very similar to the TV series "Dragon's Den" and the feedback was extremely positive, including quotes such as "I'm inspired by what I'm seeing and hearing..." and "I feel like I'm having a real say in my community." Those who didn't secure funding on the day were immediately supported by the NAC Community Development team to help find other sources of funding.	✅	✅

Priority SP 3 - Ensuring people have the right skills for learning, life and work

Code	Description	Short Name	2014/15		2015/16		Latest Note	2014/15 Status	2015/16 Status
			Value	Target	Value	Target			
CC_01	The percentage of participants accessing learning opportunities whose confidence, knowledge and skills has	The percentage of participants accessing learning opportunities whose confidence, knowledge and skills has improved as a result			96.5%	95%	2015/16 – Quarter Four Update: This figure is based on 900 respondents during 2015/16.

The anticipated impact of the implementation of substantial efficiency savings programmes have resulted in a small reduction. | | ✅ |

Code	Description	Short Name	2014/15		2015/16		Latest Note	2014/15 Status	2015/16 Status
			Value	Target	Value	Target			
	improved as a result								
E&S_P_B01	% of children achieving their developmental milestones at the time the child starts primary school	% of children achieving their developmental milestones at the time the child starts primary school	71%				**2015/16 – Quarter Four Update**: 2015/16 data not available until August 2016.	📈	
E&YE_PI_D 01	% of leavers attaining literacy at National 4 (SCQF Level 4)	% of leavers attaining literacy at National 4 (SCQF Level 4)	95.79 %	95%		96%	**2015/16 – Quarter Four Update**: 2015/16 data relating to the 2016 exam results will be available February 2017. The percentage of leavers in North Ayrshire achieving Literacy at SCQF level 4 is continuing its increasing trend, exceeding overall National levels. 95.8% of North Ayrshire school leavers have attained at least a SCQF Level 4 in Literacy – which is our best performance to date.	✅	❓
E&YE_PI_D 02	% of leavers attaining literacy at National 5 (SCQF Level 5)	% of leavers attaining literacy at National 5 (SCQF Level 5)	74.14 %	69.5%		70%	**2015/16 – Quarter Four Update**: 2015/16 data relating to the 2016 exam results will be available February 2017. Literacy at Level 5 or better in 2015 is also showing an encouraging trend. At 74.1% in 2015, it almost in line with National performance.	✅	❓
E&YE_PI_D 03	% of leavers attaining numeracy at National 4 (SCQF Level 4)	% of leavers attaining numeracy at National 4 (SCQF Level 4)	86.05 %	80%		80.75 %	**2015/16 – Quarter Four Update**: 2015/16 data relating to the 2016 exam results will be available February 2017. The performance in Numeracy is somewhat lower than the one in Literacy. This is consistent with the national picture. 86.1% of the leavers in North Ayrshire achieved a Numeracy award at SCQF Level 4 – which is just below the National overall performance.	✅	❓

Code	Description	Short Name	2014/15		2015/16		Latest Note	2014/15 Status	2015/16 Status
			Value	Target	Value	Target			
E&YE_PI_D04	% of leavers attaining numeracy at National 5 (SCQF Level 5)	% of leavers attaining numeracy at National 5 (SCQF Level 5)	64.87%	58%		58.5%	**2015/16 – Quarter Four Update**: 2015/16 data relating to the 2016 exam results will be available February 2017. The performance of North Ayrshire school leavers in 2015 at level 5 or better has increased significantly. At 64.8% it places North Ayrshire performance above the National performance.	✅	❓
E&YE_PI_D07	Average tariff score: All Leavers	Average tariff score: All Leavers	834.5	800		810	**2015/16 – Quarter Four Update**: 2015/16 data relating to the 2016 exam results will be available February 2017. The average North Ayrshire school leaver attains at a lower level than the average national school leaver does, although the gap has been small in 2013 (our peak-performance year) and has been reduced in 2015 compared to 2014. However, data analysis shows the average attainment of a North Ayrshire school leaver from each SIMD decile is comparable or better than the average Scottish school leaver from the same decile. This analysis tells us that the overall lower performance is due to a much higher proportion of school leavers living in the 30% most SIMD deprived areas. Therefore, reducing the impact of socio-economic deprivation on educational attainment, together with raising aspirations and expectations of children and young people, are the correct priorities for North Ayrshire.	✅	❓
E&YE_PI_D09	Average tariff score: LAC Leavers	Average tariff score: LAC Leavers	357.9	282		290	**2015/16 – Quarter Four Update**: 2015/16 data relating to the 2016 exam results will be available February 2017. The average tariff score of a Looked After school leaver has increased significantly in 2015 compared to previous years. Due to this significant increase the gap between the average tariff score of a Looked after school leaver and the average tariff score of all North	✅	❓

Code	Description	Short Name	2014/15		2015/16		Latest Note	2014/15 Status	2015/16 Status
			Value	Target	Value	Target			
							Ayrshire school leavers has reduced from 100.8% in 2014 to 80% in 2015. Encouraging Looked after children to stay on in school in their 5th and 6th year in order to broaden and deepen their learning and qualifications is expected to improve their aspirations and provide wider opportunities later in life.		
SOL_CHN11	SCHN11: Proportion of Pupils Entering Positive Destinations (subject to change to align with new measure from Senior Phase Benchmarking Tool)	% of school leavers entering positive destinations	96.1%	94.5%		94.8%	**2015/16 – Quarter Four Update**: 2015/16 data relating to the 2016 school leavers and will be available in February 2017. For the fifth year running, the North Ayrshire positive initial post-school destinations figure – as proportion of the annual school leavers' cohort – has steadily increased and has exceeded National performance and is one of the highest across Scotland.	✅	❓

Priority SP 4 Supporting all of our people to stay safe, healthy and active

Code	Description	Short Name	2014/15		2015/16		Latest Note	2014/15 Status	2015/16 Status
			Value	Target	Value	Target			
RCOP NA A002a	Patients whose discharge is delayed > 4 weeks	Patients whose discharge is delayed > 4 weeks	Not measured for Years		Not measured for Years		**2015/16 – Quarter Four Update**: **Latest data:** The data is showing a Green and maintaining position for Quarter 3 of 2015/16 at zero patients waiting more than four weeks. Within NHS Ayrshire and Arran, the January 2016 census showed that there were 8 patients waited more than four weeks. These were within	✅	✅

Code	Description	Short Name	2014/15		2015/16		Latest Note	2014/15 Status	2015/16 Status
			Value	Target	Value	Target			
							South Ayrshire (5 patients awaited funding for a care home placement, 2 patients awaited place availability in a care home and 1 was classified as 'Other', which includes; Legal/Financial, Disagreements and Other patient/carer/family related reasons). Within Scotland, the January 2016 census showed that 248 patients waited more than four weeks, which is an decrease of 115 patients since the October 2015 census. **Remedial action (where applicable):** Work ongoing to prepare for 2 week target.		
HS – PI003	Number of new build Council housing units reaching completion on a yearly basis	Number of new build Council housing units reaching completion on a yearly basis	122	122	56	50	**2015/16 – Quarter Four Update**: This year a total of 56 units have reached completion on the following developments: John Galt, Irvine Dickson Drive, Irvine Stevenson Court, Largs Vennel Gardens, Irvine Montgomery Court, Kilbirnie	📈	✅
NAHSCP_02	The amount of income generated (£) for service users by the Money Matters Service (previously SPSS_P_F02)	Money Matters – income generation for service users (£)	£7,549,196.20	£6,380,000.00	£7,614,139.00	£7,513,000.00	**2015/16 – Quarter Four Update**: This figure is higher than previous quarter and higher than q4 of 2014/15. The total income generation for 2015/16 is £7,614,139. The following should be taken into account in relation to setting 2016/17 target. 1. 2015/16 target was set against exceptional results last year – increased income generation of approximately 30% compared to previous year. 2. Money Matters team has been working with reduced staff, new and	✅	✅

Code	Description	Short Name	2014/15		2015/16		Latest Note	2014/15 Status	2015/16 Status
			Value	Target	Value	Target			
							inexperienced staff throughout the year. 3. Biggest change is due to Housing advisers who reported into Money Matters transferring to Housing Services WRAT team in September 2015. Taking income generation for Housing work out of the total for 2014 / 15 and 2015 /16 the annual figures for comparison are: – · 2014 /15 £6,936,006 for all other areas of MM reporting. · 2015 /16 £7,350,562 Increase of £414,556 (+5.9% on previous year) in other areas of Money Matters reporting and exceeds 5% target.		
SOL_SW03	SW03: Percentage of people aged 65+ with intensive needs (plus 10 hours) receiving care at home.	% of people aged 65 or over with intensive needs receiving care at home	41%	34%	39.17%	34%	**2015/16 – Quarter Four Update**: In 2015/16 we continued to perform above the 34% target. Figures are provisional and are subject to change once validated by LGBF.	🟢	🟢
NAHSCP_29	Percentage of ASP Referrals completed within 5 days	ASP referrals	42.9%	80%	51.9%	80%	**2015/16 – Quarter Four Update**: 2015/16 has seen an increase in the completion of ASP referrals completed within 5 working days. This is currently off target. ASP Senior Officer is working on an action plan to increase performance over the coming year.	🔴	🔴
SOA1013_04b_002	Percentage of formerly looked after young people entitled to aftercare in	% of formerly looked after young people entitled to aftercare in	55.81%	38%	36.59%	38%	**2015/16 – Quarter Four Update**: **36.59%** of Looked After young people entitled to aftercare were in Employment, Education or Training at the end of Quarter 4 2015/2016.	🟢	🟢

Code	Description	Short Name	2014/15		2015/16		Latest Note	2014/15 Status	2015/16 Status
			Value	Target	Value	Target			
	employment, education or training (Previously SPSS_P_B11)	employment, education or training					**102** young people on Throughcare's case load less **20** currently accommodated = **82** 30 young people in EET 30/82x100 = **36.59%** Breakdown of young people not in EET:– **36%** Not in Employment/Education or Training due to other circumstances. **10%** Not in Employment/Education or Training due to Long Term Illness or Disability. **5%** Not in Employment/Education or Training due to Short Term Illness or Disability. **12%** Not in Employment/Education or Training due to Looking After Family.		
SOA_HNA 25	Percentage of service users indicating an improvement in their recovery capital following the introduction of the Recovery Capital Questionnaire	Percentage of service users indicating an improvement in their recovery capital following the introduction of the Recovery Capital Questionnaire	7.93%		61.22 %		**2015/16 – Quarter Four Update**: The Recovery Philosophy states that everyone deserves to recover from addiction to drugs and/or alcohol. It exists to support the recovery journey by ensuring people are treated with dignity and respect when they choose to access, and work in partnership with, drug and/or alcohol treatment and support services. We have Implemented an improvement methodology at local level. Data for 2015–16 has been collated from NAC management information system only. RCPs should be used in Momentum and Richmond Fellowship and NHS cases, but this data is currently not supplied.	❓	❓
SOA_SSNA 5	Percentage residents within	Percentage residents within			29%	30%	**2015/16 – Quarter Four Update**: This PI is now measured through the Peoples Panel survey which takes		✅

Code	Description	Short Name	2014/15		2015/16		Latest Note	2014/15 Status	2015/16 Status
			Value	Target	Value	Target			
	North Ayrshire who feel unsafe walking in their neighbourhood after dark	North Ayrshire who feel unsafe walking in their neighbourhood after dark					place every two years. The 2015/16 performance is 29% which is a slight increase from 30% in 2013/14. This also slightly exceeds the target of 30%.		
SPI 10_B_01	Number of attendances per 1,000 population for indoor sports and leisure facilities	Number of attendances per 1,000 population for indoor sports and leisure facilities	10,338	10,000	11,193	10,000	**2015/16 – Quarter Four Update**: Targets for the number of attendances per 1000 population have been consistently exceeded during the past 4 years with an increase of 46% since 2012/13. This may be as a result of the impact of the Olympic Games 2012 and Commonwealth Games 2014 as well as promotional programmes and outreach work more locally.	✅	✅
SPSS_P_E03	Percentage of learning disability service users accessing employment support activities	Percentage of learning disability service users accessing employment support activities	27.05%	30%	28.13%	30%	**2015/16 – Quarter Four Update**: Since Q4 2014/15 there has been a 6.7% increase in the number of service users accessing employment support activities. There has also been a similar increase in those accessing LD services and hence only a modest rise in percentage terms.	🛑	🛑
SPSS_P_E14	Number of Carers assessments completed	Number of Carers assessments completed	15		7		**2015/16 – Quarter Four Update**: Numbers of Carers assessments completed remains disappointingly low. We are currently working with our Carer's Panel to enable carers to re-design the carer's assessment process. Support is being given to the Carers Centre to develop a strategic and operational plan in order to reach and support more carers.	📈	📈

Priority SP 5 Protecting and enhancing the environment for future generations

Code	Description	Short Name	2014/15		2015/16		Latest Note	2014/15 Status	2015/16 Status
			Value	Target	Value	Target			
CP_FCS_001	Overall carbon emissions (tonnes)	Overall carbon emissions (tonnes)	55,000	55,926		55,962	2015/16 – Quarter Four Update: The carbon emission figure is calculated in arrears. The Q3 YTD figure is estimated at 36,452 tonnes. The overall year end figure will be confirmed once all of the data underpinning the figure is available and analysed.	✓ (green)	? (blue)
PL_PI005	Number of properties at risk of flooding	Number of properties at risk of flooding	5,090	5,090	5,090	5,090	2015/16 – Quarter Four Update: Our baseline figure has now been identified from which future performance can be measured.	✓ (green)	✓ (green)
SENV03b	SENV03c: Street Cleanliness Score	Street Cleanliness Index – % Clean	92.31	98	95.8	96.5	2015/16 – Quarter Four Update: The street cleanliness index has improved from 92.3 in 2014/15 to 95.8 in 2015/16.	● (red)	✓ (green)
SOL_ENV04e	SENV04e: % of unclassified roads that should be considered for maintenance treatment	% of unclassified roads that should be considered for maintenance treatment	36.67%	42%	35.4%	36.5%	2015/16 – Quarter Four Update: The Service has exceeded the target of 36.5%, this has been achieved through the implementation of a strategic road maintenance plan. Targets will be revised for 2016/17 following assessment of allocated budget.	✓ (green)	✓ (green)
SOL_ENV04b	SENV04b:% of Class A roads that should be considered for maintenance treatment 10–12	% of Class A roads that should be considered for maintenance treatment	34.87%	36%	35.6%	34.5%	2015/16 – Quarter Four Update: There has been a slight increase in the Road Condition Indicator (RCI) for A Class Roads form 2014/15, overall RCI has improved by 1.3%. This is a result of the strategic road maintenance plan targeting overall RCI rather than individual road classes.	✓ (green)	⚠ (amber)
SOL_ENV0	SENV04c: % of	% of Class B roads	34.75	39%	33.6%	34.5%	2015/16 – Quarter Four Update:	✓ (green)	✓ (green)

Code	Description	Short Name	2014/15		2015/16		Latest Note	2014/15 Status	2015/16 Status
			Value	Target	Value	Target			
4c	Class B roads that should be considered for maintenance treatment 10-12	that should be considered for maintenance treatment	%				The Service has exceeded the target of 34.5%, this has been achieved through the implementation of a strategic road maintenance plan. Targets will be revised for 2016/17 following assessment of allocated budget.		
SOL_ENV04d	SENV04d: % of Class C roads that should be considered for maintenance treatment 10-12	% of Class C roads that should be considered for maintenance treatment	51.08%	49.7%	48.7%	51.1%	2015/16 – Quarter Four Update: The Service has exceeded the target of 51.1%, this has been achieved through the implementation of a strategic road maintenance plan. Targets will be revised for 2016/17 following assessment of allocated budget.	⚠️	✅
SOL_ENV06	SENV06: % of total household waste that is recycled	% of total household waste that is recycled (calendar year as per SEPA)	56.5%	58%	56.4%	57%	2015/16 – Quarter Four Update: Calendar Year) Performance in the 2015 calender year (January to December) for this indicator was 56.4% which is a slight reduction of 0.1% compared to 2014 calendar year performance (January to December) of 56.5% in 2014. The slight reduction can be attributed to contractual issues with the blue bin processing contractor which required our recyclate to be sent to a less efficient materials recycling facility for a short period of time. SEPA announced the verified Scottish household waste recycling performance figures for the 2014 calendar year in September 2015, this saw the Council rising to 56.5% compared to 56.1% in 2013. As a result of the increased performance the Council has now moved from 3rd place in Scotland to the 2nd highest equal performing local authority against this indicator.	✅	✅

Priority Enabling Delivery

Code	Description	Short Name	2014/15		2015/16		Latest Note	2014/15 Status	2015/16 Status
			Value	Target	Value	Target			
CP_FACS_004	Capital Expenditure – General Fund – Actual expenditure as a percentage of budgeted expenditure	Capital Expenditure – General Fund – Actual expenditure as a percentage of budgeted expenditure	51.13%	100%	90.18%	100%	**2015/16 – Quarter Four Update**: 90% of the General Fund capital expenditure has been delivered in 2015/16. This reflects a significant improvement in comparison to the previous year which demonstrates that the initial capital budget and projection were more accurate in 2015/16. The 10% underspend relates to slippage in some major projects for example, LD Day Centre, Early Learning and Childcare, Cemetery Walls and a reprofiling of expenditure in respect of Largs Academy. Financial Management will continue to work with services to ensure the originally approved budgets are accurate.	🔴	🔴
CP_FACS_005	Capital Expenditure – Housing Revenue Account (HRA) – Actual expenditure as a percentage of budgeted expenditure	Capital Expenditure – Housing Revenue Account (HRA) – Actual expenditure as a percentage of budgeted expenditure	78.61%	100%	69.38%	100%	**2015/16 – Quarter Four Update**: 70% spend of the Capital budget has been achieved during 2015/2016. The 30% underspend can primarily be attributed to delays on the Fencedyke and Montgomery Court development projects and energy efficiency measures. Financial Management will continue to work closely with Services to ensure more accurate budgeting and progress with the Capital programme.	🔴	🔴
CP_FACS_010	Staff Engagement Level – Council wide	Staff Engagement Level – Council wide	65%	65%	69.6%	65%	**2015/16 – Quarter Four Update**: Following the 2015 Employee Engagement Survey, the Council wide Engagement Level is reporting at 69.6%, this is an increase from 2012 and 2014 when it was 55% and 65% respectively.	✅	✅

Code	Description	Short Name	2014/15		2015/16		Latest Note	2014/15 Status	2015/16 Status
			Value	Target	Value	Target			
CP_FACS_011	This indicator measures the percentage of Stage One complaints which have been responded to within timescale. The timescale to resolve is 5 working days.	% of Council-Wide Stage One (Frontline Resolution) Complaints Handled on Time	87%	85%	91%	85%	**2015/16 – Quarter Four Update**: Of the 1,318 complaints handled at Frontline (Stage One) in 2015/16, 1,203 (91%) were closed on time. This has exceeded the internal target set of 85%.	✅	✅
CP_FCS_002	Revenue Expenditure – General Fund – Actual expenditure as a percentage of budgeted expenditure	Revenue Expenditure – General Fund – Actual expenditure as a percentage of budgeted expenditure	98.2%	100%	98.4%	100%	**2015/16 – Quarter Four Update**: 98.4 % of revenue expenditure within the General Fund was spent in 2015/16 resulting in an underspend of 1.6%. This underspend is as a result of funding set aside for Discretionary Housing Payment, Council Tax Reduction Scheme and the implementation of Universal Credit, which have not been required in 2015/16. General inflationary assumptions have also been less than required and underspends have been generated as a result of vacancy management. This has been partially offset by an overspend within Health and Social Care Partnership due to demand pressures within this service area.	🔺	🔺
CP_FCS_003	Revenue Expenditure – Housing Revenue Account – Actual expenditure as a percentage of	Revenue Expenditure – Housing Revenue Account – Actual expenditure as a percentage of budgeted	94%	100%	95.47%	100%	**2015/16 – Quarter Four Update**: 95.5% of revenue expenditure in the Housing Revenue Account was spent in 2015/16, representing an underspend of 4.5%. 2.9% of the underspend was as a result of a saving in loan charges, with the balance mainly due to an underspend in repairs and maintenance and a reduction in rent arrears written off. All of this underspend has been carried forward to meet expenditure commitments in 2016/17.	🔴	🔺

Code	Description	Short Name	2014/15		2015/16		Latest Note	2014/15 Status	2015/16 Status
			Value	Target	Value	Target			
	budgeted expenditure	expenditure							
CP_FCS_007	Percentage of Capital Projects completed on time	Percentage of Capital Projects completed on time	67.44 %	95%	72.97 %	95%	**2015/16 – Quarter Four Update**: Target dates for capital project completion are set each year and based on these dates 72.97 % of capital projects have been completed on time in 2015/16. The remaining projects were completed during 2015/16 but outwith the original timescales envisaged. Although this indicator remains below target, this result represents an improvement of 5.5% on the previous year. Work continues with officers to improve the delivery of timescales for capital projects.	🔴	🔴
CP_FCS_008	Percentage of Capital Projects completed within budget	Percentage of Capital Projects completed within budget	95.35 %	80%	100%	90%	**2015/16 – Quarter Four Update**: 100% of capital projects have been completed within budget. This result is well above target and represents and improvement of 4.65% on the previous years performance.	✅	✅
CP_FCS_009	Percentage of complaints handled on time (Stage 2)	% of Council-Wide Stage Two (Investigations)Complaints Handled on Time	90%	95%	90%	95%	**2015/16 – Quarter Four Update**: Of the 128 complaints handled at Investigation (Stage Two) in 2015/16, 115 (90%) were closed on time. This has fallen short of the target set of 95%. Those that did not meet timescale was due to the complexity of the complaints and the involvement of multiple Services/parties to assist in the investigations. The Improvement Service conducted a review of 2014/15 complaints data for all 32 Scottish Local Authorities and national averages were calculated for complaints closed on time for Stage One and Stage Two, going forward these averages will be used as benchmarks. The Scottish average for Stage Two complaints is 85%, this was calculated by the Improvement Service. During 2015/16 the Council exceeded the Scottish average by 5%. The Complaint and Feedback Manager is	🔴	🔴

Code	Description	Short Name	2014/15		2015/16		Latest Note	2014/15 Status	2015/16 Status
			Value	Target	Value	Target			
							participating in benchmarking with others to learn from best practice.		
SCORP06a	Sickness absence days per teacher	Sickness absence days per teacher	3.64	6.7	6.69	6.4	**2015/16 – Quarter Four Update**: The total days lost for the full year 2015/16 was 6.69 days per teacher compared to 3.64 days for 2014/15. The target of 6.4 was not achieved during 2015/16. The teachers refresh programme was effective in reducing sickness absence during 2014/15. New sickness recording procedures have been introduced during 2015/16 and a direct interface implemented which now ensures that the figures are more robust. During 2016/17 the Service will continue to closely monitor and manage sickness absence in accordance with the Maximising Attendance Policy and Procedures, coupled with appropriate support provided through Occupational Health referral. It is envisaged that this will help reduce sickness absence levels over 2016/17.	✅	⚠️
SCORP06b	Sickness Absence Days per Employee (excluding teachers)	Sickness Absence Days per Employee (excluding teachers)	9.5	8	10.13	8	**2015/16 – Quarter Four Update**: Overall the Council has failed to achieve the target of 8 days per FTE for non teachers. Sickness absence days per employee were 10.13 days which is higher then the previous year (9.5 days – 2014/15). Sickness absence continues to be closely monitored and managed in accordance with the Maximising Attendance Policy and Procedures, and this, coupled with support through Occupational Health referral, is expected to reduce sickness absence levels going forward.	🛑	🛑
SOL_CORP 08	SCORP08: Percentage of invoices sampled that were paid within 30 days %	Percentage of invoices sampled that were paid within 30 days	93.64 %	92%	93.34 %	95%	**2015/16 – Quarter Four Update**: The percentage of invoices paid on time for the 2015/16 financial year was 93.34% which is a slight decrease on the previous year (93.64%). For the 2015/16 year the invoices paid within 30 days fell short of target, however, the process have been reviewed and the revised process will be rolled out during April 2016. It is envisaged that the	✅	⚠️

Code	Description	Short Name	2014/15		2015/16		Latest Note	2014/15 Status	2015/16 Status
			Value	Target	Value	Target			
							invoice payments times will show an improvement by the end of Quarter One 2016/17.		
SP_D&AS_A10	Freedom of Information requests responded to in 20 working days (%)	Freedom of Information requests responded to in 20 working days (%)	93%		88%	94%	**2015/16 – Quarter Four Update**: The Information Governance Manager left the Council in Oct 2015, a new post-holder was appointed in mid-Dec 2015, however this created another vacancy within the team. These personnel changes combined with a 15% increase in requests received during Q4 compared to Q3, negatively impacted performance against targets. A number of issues have been identified with the co-ordination and processing of FOI requests, and these will be addressed in June when the Change team will conduct a review of all FOI processes using LEAN methodologies to identify improvements and efficiencies.		

NORTH AYRSHIRE COUNCIL

Agenda Item 5

24 August 2016

Scrutiny and Petitions Committee

Title:	Directorate Plan 2015/18 Performance Reports as at 31 March 2016
Purpose:	To provide Committee with an update on the performance of all Directorates as at 31 March 2016.
Recommendation:	That Committee agrees to note the performance of all Directorates as at 31 March 2016 against the priorities in the 2015/18 Directorate Plans.

1. **Executive Summary**

1.1 This report provides an update on the performance of the Directorates against the priorities outlined in their Directorate Plans.

2. **Background**

2.1 The Directorate Plans were approved by Cabinet on 20 April 2015. It was agreed that the Directorate Plans would form the basis for reporting progress on the Council Plan.

2.2 The period of the Directorate Plans is three years with an annual review to reflect any significant changes and to ensure alignment with the budget planning process. The Plans have been updated for 2016 to ensure they reflect any significant changes within the Directorate.

3. **Proposals**

3.1 As part of our focus on delivering our Council Plan and ultimately, our vision, 'to be a leading organisation defined by excellent and innovative services', we are committed to creating a culture of continuous performance improvement. Crucial to this has been the development of Performance Review meetings. These form a key component of our Performance Management Strategy.

3.2 The second round of Performance Review meetings took place throughout the month of May. All Executive Directors presented their six monthly performance to a Panel chaired by the Chief Executive.

3.3   The Performance Review meeting objectives are to:

- Create a dynamic discussion, within each Directorate
- Ensure visibility of front line services and performance at Chief Executive and Director level
- Identify and share best practice and celebrate success across all Directorates
- Identify and remove barriers to improving performance
- Ensure objectives and key performance indicators are met

3.4   The Performance Reports for each Directorate which were presented to the Panel are set out in Appendices as follows:

Directorate	Appendix
Democratic Services	Appendix 1
Finance and Corporate Support	Appendix 2
Education and Youth Employment	Appendix 3
Economy and Communities	Appendix 4
Place	Appendix 5
Health and Social Care Partnership	Appendix 6

3.5   The 2015/16 performance reports provide a balanced view of performance across the Council and demonstrate delivery of the Council's Strategic Priorities.

3.6   A members seminar took place on 27 June 2016 to provide a performance update to all members.

3.7   It is proposed that Committee agrees to note the performance of all Directorates as at 31 March 2016 against the priorities in the 2015/18 Directorate Plans.

4.   Implications

Financial:	There are no financial implications, as all commitments in Directorate Plans, are aligned with the Council's agreed budgets.
Human Resources:	There are no human resources implications as all commitments in Directorate Plans, are aligned with the Council's agreed budgets.
Legal:	There are no legal implications.
Equality:	The Plans outline Directorates' commitment to fulfilling its statutory duty and also their proactive approach to Equalities.
Environmental & Sustainability:	The Plans support the Strategic Priority - *Protecting and enhancing the environment for future generations.*
Key Priorities:	The Directorate Plans support delivery of the Council's Strategic Priorities.
Community Benefits:	There are no community benefit implications.

5.   Consultation

5.1   The Executive Leadership Team have discussed this report. Cabinet agreed the report on 21 June 2016. All Performance Reports will be published on the Council's public website, *North Ayrshire Performs* to encourage the sharing of good practice across and within Services.

Elma Murray

ELMA MURRAY
Chief Executive

Reference :
For further information please contact Anne Todd, Senior Policy and Performance Officer on 01294 324140

Background Papers
Council Plan 2015/20
Directorate Plans 2015/18

Appendix 1
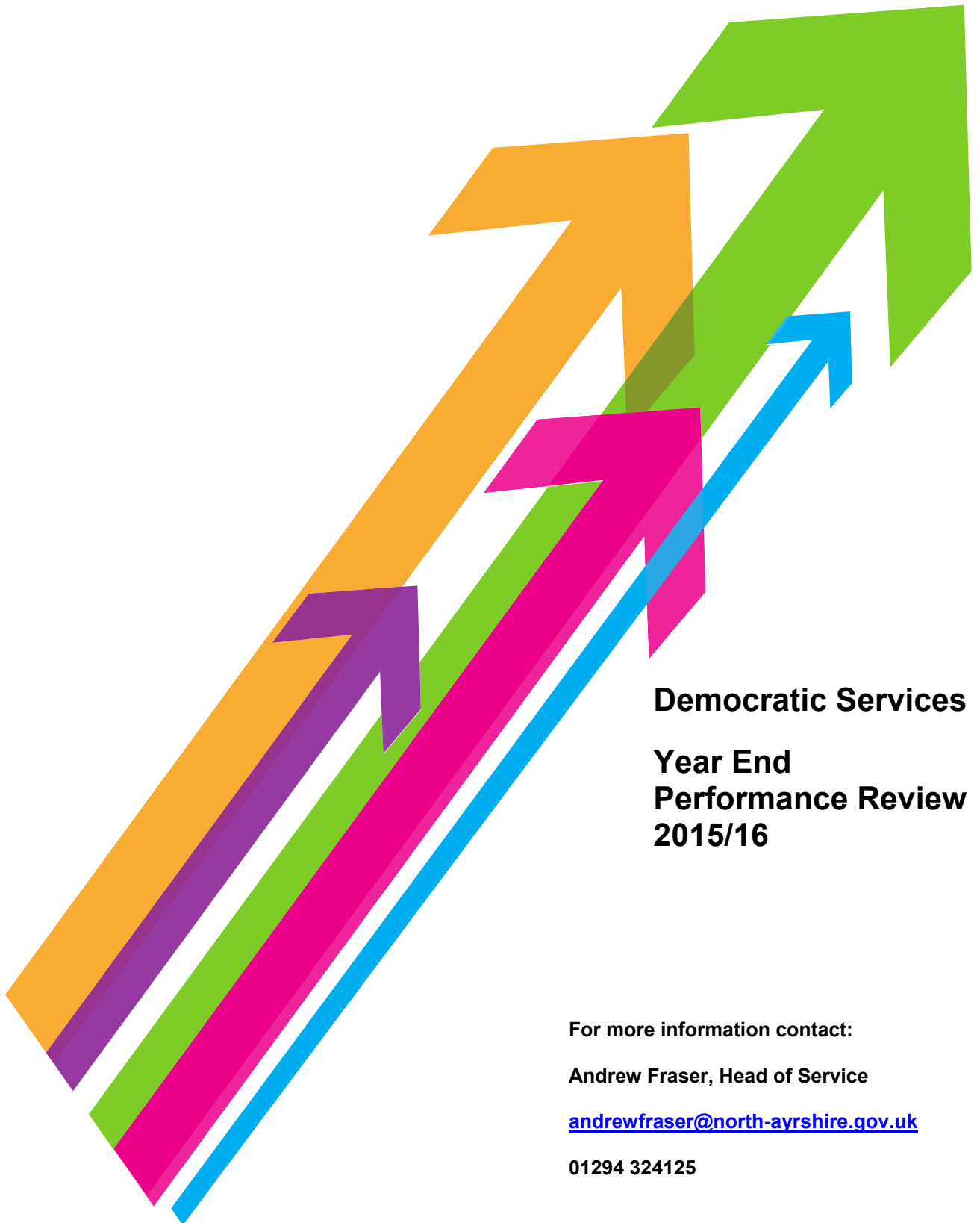
Democratic Services

**Year End
Performance Review
2015/16**

For more information contact:

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Focus. **Passion.** Inspiration.

North Ayrshire Council
Comhairle Siorrachd Àir a Tuath

Contents

Welcome

The Council Plan 2015-2020, sets the future direction for the council and focuses on our journey from Good to Great. Democratic Services, along with Finance and Corporate Support have the primary responsibility for ensuring that the services underpinning Council Priorities are in good shape. These include:-

- A commitment to reducing inequality through early intervention and prevention, and targeting resources at those most in need
- Making sure all our communications are understandable
- A commitment to improvement
- Effective governance which sets out responsibilities and how we will achieve our priorities
- Treating people respectfully, fairly and equally

These principles of reducing inequality, continuous improvement, sound governance, and effective communication provide the bedrock for our 2015/18 priorities. Our Directorate Plan identifies how we will contribute to achieving the Council's mission - *'To improve the lives of North Ayrshire people and develop stronger communities'* and vision - '*To be a leading organisation defined by excellent and innovative services'.* The plan also outlines our key priorities for the next three years and how we will support our people to deliver on these.

Update on actions from last meeting

Action	Progress
Create a vision for the corporate core	Included as part of the Democratic Services EFQM Improvement Plan
Develop and define stronger and more effective links between teams and wider Council	Included as part of the Democratic Services EFQM Improvement Plan
Develop a quarterly newsletter on the work of the Service	This action addressed a perceived need to advise other services of the work we do. However the EFQM assessment emphasised the need for greater internal communication and this will be the initial priority.
Build areas for development into Directorate Plan 2016/19	Completed.

Highlights

Some of our major highlights this year include:-

Processes

> The undertaking of a EFQM self assessment and production of an Improvement Plan

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- The development and implementation of a Corporate Awards Framework
- Completed review of Communications Strategy and developed new Strategy
- Council approval of the revised Data Protection Policy
- Improvements to committee procedures, including the introduction of a new report template. In addition we have streamlined committee business by directing information-only reports to North Ayrshire News, a bi-monthly publication for members
- The implementation of electronic-only agendas for Officers
- The successful delivery of the 2015 UK parliamentary election.
- Successful completion of the review of the Scheme for the Establishment of Community Councils and adoption, at a Special Meeting of the Council on 30 March 2016, of a revised Scheme
- The success of the 2015 Children's Panel recruitment campaign, which has attracted the highest number of candidates since the inception of the Ayrshire Area Support Team.
- Putting in place the legal governance for the Integration Joint Board, enabling it to be the first in Scotland.
- Putting in place the governance for Locality Planning.

Communities

- The significant progress that has been made in relation to moving Community Planning in North Ayrshire to a more local focus
- The launch of North Ayrshire Performs and our Annual Performance Report 2014/15
- Winning the Best Awards Scheme category at the Scottish Events Awards 2015 for the Provost's Civic Pride Awards
- National television coverage on BBC Scotland for our free holiday school meals initiative and national newspaper coverage for the opening of Saltcoats Town Hall by the First Minister
- Communications Team was shortlisted as a finalist in the National Corporate Communications Awards in the Best Internal Communications category
- Extensive online and social media coverage for a variety of campaigns including the Provost's Civic Pride Awards, Registering to Vote and Violence Against Women
- Successful completion of the Garnock School Site
- Successful conclusion of the purchase of the 3i Site
- Successful use of judicial mediation instead of court/tribunal resulting in savings to the Council.

Areas for Further Development

Through analysis of our 15/16 activity we have identified areas for further development within the service:-

Processes

- Development of corporate policy support for the Council
- Improving staff engagement
- Refreshing and embedding our approach to equalities
- Maximising use of the Councils information assets and ensuring that the core foundations are in place, such as Electronic and Document Records Management System (EDRMS), Master Data Management, Big Data and Open Data

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- Review of the Freedom of Information processes to improve effectiveness and efficiency
- Coordination of the R4E Improvement Plan
- Development of governance for the Ayrshire Growth Deal
- Continued promotion of electronic Agendas to Elected Members
- Continued improvements to committee reports via the delivery of training to key report writers
- Preparations for forthcoming electoral events
- Preparations for the new Council in 2017

Our Priorities

Our key priorities for the next three years are shown below:

- *Further embed a culture of continuous improvement across the Council/Drive the Council's transformation from "Good to Great"*

- *Tackle inequalities in outcome for North Ayrshire residents through Community Planning and Neighbourhood Planning*

- *Provide a comprehensive and responsive Legal Service*

- *Effective delivery of Communications*

- *Effective Governance*

Directorate Priorities and Performance Indicators

Priority 1 - **Further embed a culture of continuous improvement across the Council / Drive the Council's transformation from 'Good to Great''**

The identification and prioritisation of the large, cross-cutting transformational projects has been completed and agreed with the Corporate Management Team (CMT). It is these complex projects that will drive the **transformational change** and contribute significantly to the Council's continued journey from "Good to Great". Appropriate governance and monitoring through the Change CMT meetings has also been agreed.

Transformational work has also been continuing through the Corporate Lean Programme. The seven lean projects reported their findings and results to the extended CMT at the end of last year. A summary video of the "Day of Success" was made to highlight the work undertaken. In addition each team's presentation was videoed to act as a record and training tool for future Lean projects.

The **Performance Management Strategy** is being implemented through the Performance Management Forum (PMF) Work Plan. Policy and Performance contribute to and support the work of the PMF. Progress is reported on a six monthly basis to the ECMT and Cabinet. A key element of the Work Plan was the preparatory work for the establishment of Performance Review meetings. The first round of meetings took place in November 2015. The second round of meetings will commence in May 2016.

A facilitated session took place with the Improvement Service in March 2016 to review the purpose and remit of the PMF. A report outlining proposals has been considered by the CMT in April 2016.

EFQM Self-Assessment - A self- assessment of Democratic Services was undertaken in 2015 and an Improvement Plan has been developed. The Improvement Plan has been developed with staff at two Service wide workshops in January and March 2016. The Plan will be monitored and reported through Covalent.

Priority 2 - **Tackle inequalities in outcome for North Ayrshire residents through Community Planning and Neighbourhood Planning**

Significant progress has been in creating and implementing Locality Planning in 2015/16. This included the establishment of the Partnership Board (LAPB), the NAC Working Group (LAWG) and 4 work streams to deliver the detailed programme of work. The project also included the delivery of a public consultation programme across all of the Localities. The Consultation was set up according to the best practice guidelines of The Consultation Institute and was subsequently awarded accreditation by the TCI. Over 150 local people took part in 8 locality based events, and nearly 300 young people were engaged. A series of roadshows preceded each consultation event and these were supported by each of the core CP partner organisations. The consultation mandate was based on the proposed Terms of Reference for Locality Partnerships. Feedback from the consultation brought changes and additions to the Terms of Reference which lays out the governance and operating structure for Locality Partnerships. Senior Lead Officers from across the core CPP partners have been appointed. In addition, core CPP services: Police Scotland; Scottish Fire and Rescue; HSCP, TSI, and NAC have all reviewed and carried out service re-alignment to fit the new Locality structure. This comprehensive approach means that we are prepared for the establishment of Locality Partnerships in 2016-17.

Priority 3 - Provide a Comprehensive and Responsive Legal Service

Legal services has continued to avoid the outsourcing of legal work unless absolutely essential. The service also continues wherever possible to look for ways to reduce costs by use of judicial mediation and any other means considered appropriate.

We continue to support all services when required and are involved in all major Council projects. The larger areas of work include
- Ongoing support for community empowerment and community asset transfer
- The new Leisure Centre
- The acquisition of Red Cross House
- The wind up of URC and all associated diligence, transfer of property and novation of contracts
- Ongoing support for Social Services in the protection of children and vulnerable adults
- ASN Tribunals
- Provision of legal advice and support to the Planning Committee and Local Review Body, the Appeals Committee, Education Appeals Committee, Social Work Complaints Review Committee.
- Support to NAVT, the CCTV Company and the Municipal Bank
- The Licensing section continues to fulfil the Council's obligations in respect of Licensing through the Licensing Board and Licensing Committee.

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The employment of the Solicitor to carry out employment work in-house has already provided savings to the Council and this will be further developed in future years.

In addition, the Licensing Section is now involved with the Legal Section in time recording which will enable us to continue with benchmarking more efficiently.

Similar to last year, there have been no successful court challenges of Council decisions and no complaints against Members have been upheld under the Councillors' Code of Conduct.

Priority 4 - **Effective delivery of Communications**

We have undertaken an extensive review of the Council's Communications Strategy, including consultation with Executive Directors, senior managers, our workforce, partner organisations and local and national media. The new strategy will be presented to Cabinet in the next few weeks.

The Media and Internal Communications staff continue to deliver a robust and professional service for both internal and external audiences. Highlights over the past year include producing and delivering:

- 51 weekly News in Briefs
- Five eight-weekly Team Talks, and
- Four Staff Talk magazines (both online and print).

The team has also delivered a highly effective proactive and reactive media service. We have:

- Responded to 602 incoming press inquiries
- Issued 431 proactive press releases
- Managed 77 photo calls, and
- Provided a 24/7 out-of-hours media service

Highlights of our proactive communications activity have included:

- National television coverage on BBC Scotland for our free holiday school meals initiative
- Extensive online and social media coverage for a variety of campaigns including: Provost's Civic Pride Awards, Registering to Vote and Violence Against Women, and
- National newspaper coverage for the opening of Saltcoats Town Hall by the First Minister

Online activity has seen us build the corporate twitter account to a followership of over 12,600. Eight new social media accounts have been created and training has been delivered to eight teams/services. News items continue to be uploaded regularly to both the website and Connects.

Promotion of the Council's Good to Great journey goes on apace. A variety of media materials have been prepared for local and national news audiences. Articles for Staff Talk and Team Talk have also been prepared for internal audiences.

Copywriting assistance has also been provided to Council services to support their awards ambitions.

The Marketing and Events staff continue to work across all Directorates to deliver a dynamic and innovative marketing and events service. The team has:

- Worked on 156 marketing projects
- Assisted in the delivery of 30 Council events

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- Processed 31 community event applications, and
- Completed 14 Officer Assessment forms for community grants

Highlights of our varied marketing projects include:

- The marketing campaign to promote package holidays to Arran Outdoor Centre which generated almost £5,000 of additional income for the centre and more than doubled their twitter followers from 812 to 1,904.
- Project managing the First Minister's visit to Dreghorn Primary School to launch the free school meals initiative, and a visit by The Cabinet Secretary for Education and Lifelong Learning, Angela Constance MSP, to formally open the Skills Centre for Excellence.

The team also played a pivotal role in the production of several award submissions for services. We were commended by Quality Scotland for our R4E submission document and also for the quality of the marketing collateral we produce. The feedback report stated: "The marketing in general and in particular the 'Values' and 'Good to Great' programme is truly inspirational with an innovative, vibrant and fresh approach."

The marketing of Team North Ayrshire continues with 35 proactive press releases issued and advertorials in Business Scotland magazine, Holyrood Magazine and Scottish Business Insider. We have also issued 12 Bitesize Business e-bulletins. North Ayrshire for Business now has over 600 followers on Twitter (an increase of 150 followers since the start of the year).

We have project managed seven business events including The Cold Water Island Tourism Conference on Arran; the annual 'Straight Talking About Business' event and the formal opening of the Stevenston Employability Hub by Cabinet Secretary Roseanna Cunningham.

Member Services continues to provide a comprehensive support service to all elected members and recently held a best practice learning event with their equivalent services within the Scottish Government.

Priority 5 - **Effective Governance**

The Service ensures that all of the Council's key governance documents are reviewed as necessary and kept up to date. Recent changes include amendments to the Council's Scheme of Administration and Scheme of Delegation to Officers in terms of the implementation of Locality Partnerships.

Arrangements have been progressed in connection with the implementation of Locality Planning. This includes an initial cycle of pre-meetings and locality events, prior to the first round of Locality Partnership meetings following the summer recess. We have liaised with colleagues in Connected Communities to establish an addendum to the Locality Partnership Terms of Reference to set out the role of community councils. Following completion of the Review of the Scheme for the Establishment of Community Councils and adoption, on 30 March 2016, of a revised Scheme, work will be undertaken with Connected Communities to facilitate community council elections.

Election activity includes supporting the delivery of the May 2016 Scottish Parliamentary Election, the June 2016 Referendum on the UK's membership of the European Union and preparations for the 2017 Local Government Elections, including arrangements to support new Elected Members.

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We continue to implement the CMIS committee management system and promote the continued roll out of paperless meetings to Elected Members. We are supporting more effective use of the new report template via the delivery of training to relevant officers.

The Ayrshire Civil Contingencies Team on 1 April 2016, moved to a Lead Authority arrangement with South Ayrshire Council as lead Council. This is likely to report to the Shared Services Committee.

Looking forward, any proposed Ayrshire Growth Deal will require governance arrangements to be agreed amongst participating Councils.

Work has been undertaken to identify policy skills within Democratic Services Staff. Policy delivery of key papers include improving committee papers and work on the Scotland Bill.

A new Information Governance Manager was appointed in December 2015. They are currently reviewing policies and processes in order to develop an information management improvement plan. This is a key element of the Council's Records Management Plan.

The planning for stage 1 of the Records Store relocation is complete and the tender for the refurbishment work was issued in January. This work will begin in April 2016. The detailed planning for stage 2 (the move of records and archives to the new store) is ongoing.

Performance Indicator Summary

The table below demonstrates a high level view of the progress made towards our Priorities.

Performance Information							
Priority	**No of Indicators**	✅	🔺	⬛	📈	❓
Further embed a culture of continuous improvement across the Council/Drive the Council's transformation from 'Good to Great''	1	*SOL_CORP02 Corporate and democratic core costs per 1,000 population*				
Provide a comprehensive and responsive Legal Service	2	*SP_D&AS_A03 Total cost of the legal function as a % of running costs* *SP_D&AS_A11 Average hourly rate of in-house legal team*				
Effective delivery of Communications	2				*SP201516_DS_I08 Number of proactive press releases*	

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				SP201516_DS_I09 Number of photo calls	
Effective Governance	1			*SP__D&AS_A10 Freedom of information requests responded to in 20 working days*	**66**
Underpinning Delivery	3	*SP201516_DS_I06 % of invoices paid within 30 days for Democratic Service* *SP_D&AS_A01 Absence days lost per employee* *SP_D&AS_B1 % of staff who have had a PDR/PPD interview in last 12 months*			

The majority of our actions and PIs with targets are on track.

The indicator *Freedom of information requests responded to in 20 working days* failed to meet its target of 94%. The Information Governance Manager post was vacant from October 2015. A new post holder was appointed in December 2015. The FOI Co-ordinators network was affected by the Business Support restructure in Quarter 4. The departure of a number of experienced co-ordinators caused significant issues in the processing of FOI requests. The situation should be resolved by Quarter 2 2016/17 once new co-ordinators have been appointed and trained.

LGBF Indicators - Priorities

LGBF Indicators 2014/15						
	2012/13	**2013/14**	**2014/15**		**2014/15**	
Indicator	**Value**	**Value**	**Value**	**Target**	**Status**	**Short Trend**
Corporate & democratic core costs per 1,000 population	£29,827.00	£31,485.50	£30,545.99	£31,000.00	✅	⬆
Support services as a percentage of total gross expenditure	2.2%	2.2%	2.46%	2.6%	✅	⬇

This indicator *Corporate and Democratic Core costs per 1,000 population* has decreased for 2014/15 which is positive. Our position however has worsened slightly, moving from 16th position in 2013/14 to 17th position in 2014/15. Councils interpret and measure this indicator in different ways, making comparisons hard. We have done work to check the costs we

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attribute to the democratic core and a number of costs are being considered for removal, which will go towards improving our ranking position. In terms of the indicator *Support Services as a % of total gross expenditure* we are again ranked first in terms of high performance.

Council Plan Indicators

Council Plan	No of Indicators	✅	🔺	🛑	📈	❓
Enabling Delivery	1			*SP__D&AS_A10 Freedom of information requests responded to in 20 working days*		

Financial Performance

A detailed breakdown on both revenue and capital will be provided in Appendix 1.

The Service's revenue budget report as at 31 March 2016 reported an underspend to Cabinet of (£0.105m) for Democratic and Administration. The main reason for the underspend is:

Legal
Underspend of (£0.045m) within Legal. This is due to underspend of (£0.042m) within employee costs due to a vacant post and (£0.027m) within admin costs mainly legal expenses. This is partly offset by a bad debt write-off of £0.013m and under-recovery of income of £0.007m.

Policy, Performance & Community Planning
Underspend of (£0.017m) within employee costs due to a secondment to Corporate Procurement.

Committee and Member Services
Underspend of (£0.023m) within Committee and Member Services. This is due to underspend of (£0.035m) within employee costs due to delay in filling vacancies. This is partly offset by overspend for external printing of £0.020m within Committee Services.

Change Programme
Underspend of (£0.032m) mainly within employee costs due to delay in filling a vacant post.

Civil Contingencies
Overspend of £0.014m mainly due to unbudgeted contribution to South Ayrshire Council.

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Employees

Sickness Data

Data on performance is attached as Appendix 2.

The Year to Date figure at March 2016 is 4.12 which is currently below the year to date target of 6.0. Our performance of 4.12 compares positively to the same reporting period last year which showed performance at 6.9 days lost per FTE.

Other Employee Information

Stress Risk Assessment information will be available later in the year once the Health and Safety Team have rolled this out. The employee engagement level is **69.9%** an increase of 1.9% since the 2014 survey when the engagement level was 68% and an overall increase of 4.0% since the initial survey in 2012, when the engagement level was 65.9%. The engagement level within Democratic Services was also 0.3 percent above the council wide figure of 69.6%. With the extremely high response rate we can be confident that this engagement level is representative of the service.

	Democratic Services 2014	Democratic Services 2015	Council 2014	Council 2015
Overall Engagement Level	68.0%	69.9%	65.3%	69.6%
Relate	82.5%	84.8%	76.2%	80.6%
Say	57.5%	60.3%	52.4%	60.4%
Stay	70.8%	68.4%	72.7%	76.1%
Strive	61.1%	65.8%	59.9%	61.4%

Compliments, Complaints and Member Requests Performance

Data on performance is attached at Appendix 3.

Complaints

We continue to perform well in handling complaints on time.

Compliments

Due to the nature of the services we provide we do not receive many compliments from external customers. There are five compliments recorded in the system. These are reflected below:

- *"Absolutely brilliant edition of Staff Talk, really informative and also a great feature for North Ayrshire Achieves. Really great to see the on line and printed version - thank you for showcasing this so well."* - Compliment for Corporate Communications re the Winter 2015 edition of staff talk.
- "*I wanted to thank you for all your support and assistance in the submission and re - submissions. I am pretty certain I could not have got this far without your support and guidance which helped me get it eventually as right as I could have."* – Compliment from

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John Flanagan, Health and Social Care Partnership and relates to support received for COSLA award submission.

- *"Hello all, I just wanted to drop you a short note to say many thanks for everything yesterday. The coverage today is really positive and everyone is loving the fact FM and her mum opened the hall together. Thanks again and best wishes."* - from Cristina Dello Sterpaio (First Ministers office) and relates to the Saltcoats Town Hall Opening on Monday 14 March 2016.
- *"Hi Pauline, It's just a quick email to say thank you for all your help with yesterday's event. I think it went really well and the building looks fantastic!"* - from Izabela Klimorowska-Garb (Scottish Office) and relates to the Saltcoats Town Hall Opening on Monday 14 March 2016.
- *"Thank you all for being a part of my story! I couldn't have asked for better support throughout little mousey's journey and I am so grateful that you all got to be a part of it :) You all made a great " Little mousey, Mr Moon and bad Mummy" Thank you so much! I really appreciate it"* -from Shannon Morrison of Education & Skills relating to the Child Protection Committee Team project "Little Mousey".

Member requests

We continue to perform well in terms of responding to requests from Councillors, MSPs and MSPs.

Transformation Projects

The Change Team within Democratic Services are supporting transformation including the roll out of Lean Six Sigma across the Council and in particular providing support to the Kai Sigma projects that are underway across Directorates. Overall responsibility for transformation and the Change Team now lies with Financial Services.

External Evaluations

We continue to liaise closely with our external auditor in relation to our performance and public performance reporting arrangements and community planning.

Appendix 1 – Revenue and Capital Expenditure

Revenue Expenditure –

Revenue Expenditure (£)			
Expenditure	Annual Budget 2015/16	Year-end outturn 2015/16	Annual variance Adverse or (Favourable)
	£000	£000	£000
Legal	20	(25)	(45)
Policy, Performance & Community Planning	1,289	1,272*	(17)
Communications	2	-	(2)
Committee and Member Services	2,186	2,163	(23)
Change Programme	32	-	(32)
Civil Contingencies	146	160	14
TOTAL	3,675	3,570	(105)

Includes proposed carry forward to 2016/17 of £0.126m of elections costs

Capital Expenditure –

Expenditure	Revised Budget 2015/16	Year-end outturn 2015/16	Annual variance 2015/16
Defibrillators	123,842	123,842	-

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Appendix 2 – Employee Sickness Absence

Employee Sickness Absence

Democratic Services Employee Sickness Absence 2015/16								
Days Lost per FTE	FTE*	Q1	Q2	Q3	Q4	YTD	YTD Target	Variance
Democratic Services	74.83	0.45	1.46	1.09	1.12	4.12	6.0	-1.88
Democratic Services Employee Sickness Absence 2014/15								
Days Lost per FTE	FTE*	Q1	Q2	Q3	Q4	YTD	YTD Target	Variance
Democratic Services	80.5	1.6	1.0	2.1	2.3	6.9	6.0	0.9

Appendix 3 – Complaints, Compliments and Member Requests

Complaints

Stage 1 Complaints							
		2015/16			2014/15		
Service	Actual	% Handled on time	Ave days to resolve (target is 5 working days)	Actual	% Handled on time	Ave days to resolve (target is 5 working days)
Committee and Member Services	2	50%	7	0	n/a	n/a
Legal (including Licensing)	1	100%	1	5	100%	3
Stage 2 Complaints							
		2015/16			2014/15		
Service	Actual	% Handled on time	Ave days to resolve (target is 20 working days)	Actual	% Handled on time	Ave days to resolve (target is 20 working days)
Committee and Member Services	0	n/a	n/a	0	n/a	n/a
Legal (including Licensing)	0	n/a	n/a	1	100%	6

Member Requests

Summary			
Councillor Stage 1 requests = 5 working days to resolve (for non complex issues)			
Directorate	% closed on time for Directorate	Total Average no. of days to resolve for Directorate	Target (actual) working days
Chief Executive	70%	5.2	5
Democratic Services	100%	2.8	5
Councillor Stage 2 requests = 20 working days to resolve (for complex issues)			
Directorate	% closed on time for Directorate	Total Average no. of days to resolve for Directorate	Target (actual) working days
Chief Executive	n/a	n/a	20
Democratic Services	n/a	n/a	20
MP/MSP/MEP requests = 10 working days to resolve			
Directorate	% closed on time for Directorate	Total Average no. of days to resolve for Directorate	Target (actual) working days
Chief Executive	100%	6.2	10

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Compliments

Directorate	No. of compliments 1 October 2015 -31 March 2016
Democratic Services	5
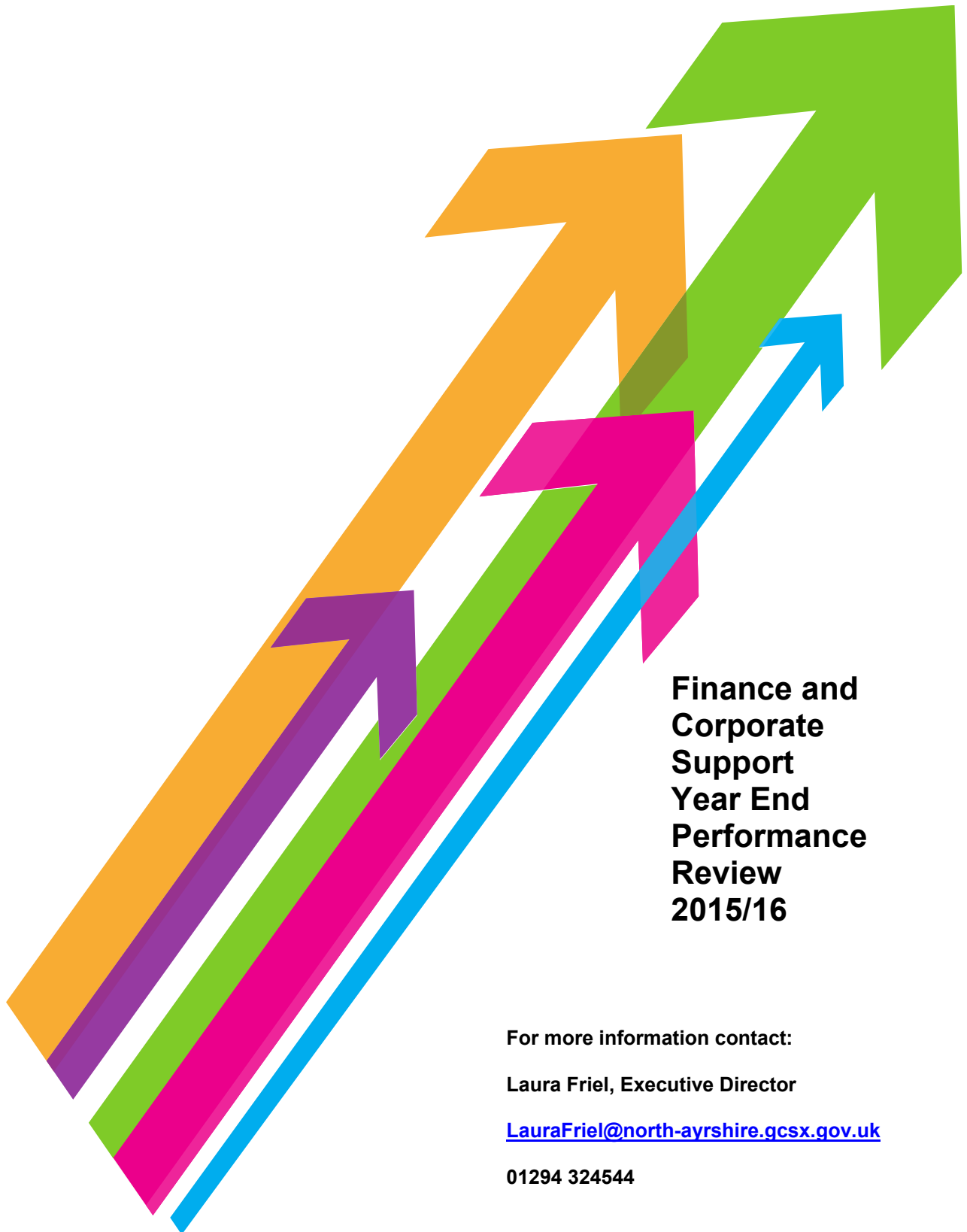
**Finance and
Corporate
Support
Year End
Performance
Review
2015/16**

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Focus. **Passion.** Inspiration.

North Ayrshire Council
Comhairle Siorrachd Àir a Tuath

Contents

Welcome

Finance and Corporate Support (FACS) is responsible for providing support services across the Council, as well as public facing services.

We are on a journey of shaping the services we provide and helping our people develop so that they are able to respond to the challenging needs of the communities we serve.

The Council Plan 2015-2020 sets the future direction for the Council and focuses on our journey from Good to Great.

The Directorate Plan identifies how we will contribute to achieving the Council's vision '***To be a leading organisation defined by excellent and innovative services'***. The plan also outlines our key priorities for the next three years and how we will support our teams to deliver these.

The priorities of FACS underpin the delivery of all of the Council's Strategic Priorities and contribute directly to the following Council Priorities:

"Growing our economy, increasing employment and regenerating towns"

"Working together to develop strong communities"

"Ensuring people have the right skills for learning, life and work"

Update on actions from the last meeting

Action	Progress
Produce CMT paper on the use of software for customers - already have it for employees through Employee Voice	Employee Voice has been piloted within Customer Services and an extended pilot is currently being planned for FACS and Communications. A paper outlining the benefits of Employee Voice is being drafted to go the ELT in May. A Digital Strategy is being developed and this will incorporate options for consulting with customers digitally in the future.
Consider if by investing more in Council Tax collection we can improve collection levels	Initial discussions were held with Sheriff Officers on 27 April regarding the collection position of the Council and to look at options for improving collection levels; at the end of May Stirling Park will carry out further analysis work on the first warrant for 2016/17 to segment the data and identify non-payers and where the probability for recovery is good. This will help inform options to improve collection levels. An option paper will be provided to the Executive Director in June 2016.
Consider transformation case studies	Research has been carried out into best practice in both the public and private sector. FACS has incorporated best practice into the transformation programme.

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Highlights

Examples of major highlights within the Directorate during 2015/2016 include:

Awards

We aim to be the best and continue to be sector leading across the public and private sector; this is evidenced by the external recognition we get for key areas of our business. Some of the key awards achieved by FACS during 2015/16 included:

> ❯ ECCCSA awards winner for Best Improvement Strategy
> ❯ Procurement Team: Go Awards – Team of the Year – Highly Commended
> ❯ HR Network award for Best Workplace of the Year
> ❯ Scottish Business Excellence Award for Lean Six Sigma
> ❯ ICT – SOCITM Customer Satisfaction – Best Performing
> ❯ CCA Excellence Awards – Innovation in Channel Shift, Winner, Customer Services

The full list of FACS awards achieved during 2015/16 is shown as Appendix 1 to this report.

Processes

> ❯ The Medium Term Financial Plan was updated and approved by Council in February 2016
> ❯ Completion of the WAN/LAN and substantial implementation of IP Telephony and wireless technology to ensure the Council stays connected
> ❯ Progressing an ambitious programme of "lean reviews" and development of a new Kaizen Blitz programme
> ❯ Improving our information to support more effective decision making with an initial focus on people analytics and supporting workforce planning
> ❯ Supporting the first Participatory Budget Event in North Ayrshire
> ❯ Streamlining processes and accelerating the pace of transactional changes through the implementation of HR21 Employee Self Service System
> ❯ Delivering the new staff intranet - Connects

Partners

> ❯ Improving how we deliver services by working in partnership with Services
> ❯ We continue to lead the way on resourcing support for the Health and Social Care Partnership
> ❯ Supporting local businesses and securing community benefits through procurement
> ❯ We have established Partnership arrangements with the Department of Work and Pensions (DWP) and external partners to deliver Universal Credit, maximising support to the most vulnerable in our communities

Customers

› Continuing to deliver more online services and securing greater take up on these services
› Improving the number of contact centre calls answered
› Retention of Customer Service Excellence by the Revenues and Benefits Team
› Supporting school leavers and Modern Apprentices to gain employment with advice and employability events through community benefit clauses
› The Housing Benefit/Council Tax Rebate (CTR) new claims and change of circumstances indicators showed a significant improvement and met target during quarter four

People

› Launch of the Council's new People Strategy – Our People Connect
› Hosted and analysed the Employee Engagement Survey developing an action plan
› Developed and implemented a number of new policies; Flexi Time Scheme, Disciplinary Policy and Procedure for Local Government Employees and Teachers, simplified Terms and Conditions on the Council's intranet site and website
› Development and launch of electronic reporting in relation to incidents and accidents in the workplace
› Piloted Employee Voice in Customer Services and extending throughout FACS to improve communication and employee engagement
› Delivery of employee roadshows to increase awareness and impact of pension fund legislative changes
› Introduction of a North Ayrshire Council long service recognition scheme acknowledging 25 and 40 years' service
› Creation of 40 new apprenticeships in North Ayrshire through community benefit clauses in procurement

Areas for Further Development

Through an analysis of our 2015/16 activities we have identified areas for further development within the Directorate:

Processes

› Developing our Strategic Financial Planning framework (Outcome Based Budgeting)
› Refreshing the long term financial strategy to 2026/27 to inform future strategic decisions
› Revision of the Health and Safety Policy to ensure compliance with legislation
› As part of our Lean Six Sigma programme developing process maps for invoice payment and eProcurement to enable a smooth transition to the new FMS system
› Improving invoice payment performance across the Council and FACS

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- New procedures and processes will be implemented to comply with new EU and Scottish Procurement Legislation
- Further developing the HR21 Employee Self Service System
- Implementing a secondary internet connection
- Developing and implementing a strategy for Business Support

Customers

- Increasing the number of customers "delighted" with the services they receive
- Cascading Human Resource information electronically to our customers
- Using customer insight information to improve services and redesign delivery
- Developing our digital approach further and increasing the volume and range of services available on line
- Increasing the percentage of income due from Council Tax which is collected within the financial year
- Improving our benefits and council tax processing times to ensure that claims are dealt with expediently by introducing an integrated electronic claim form and reviewing the new claims process
- Extending the new complaint handling pilot to include the Care at Home Team

Partners

- Progressing the ICT Strategy for the Health and Social Care Partnership
- Securing support for Joint Resourcing across the Community Planning Partnership
- Developing joint management information arrangements on Health and Safety issues in conjunction with NHS Ayrshire and Arran
- Developing a business partnering approach for customers of Financial Management to support delivery of wider strategic priorities

People

- Reducing sickness absence
- Reviewing the outcomes from the stress management programme to reduce the risk of stress related absence in the workplace
- Increasing staff engagement through implementing Employee Engagement Survey improvement actions

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Our Priorities

Our key priorities for 2015/16 are shown below:

❯ *Developing exceptional customer service*
❯ *Effective financial planning and stewardship*
❯ *Lead and support the delivery of transformational change*
❯ *Develop and deliver a new People Strategy*
❯ *Support the development of the Health and Social Care Partnership*

Priority 1 – Developing exceptional customer service

A range of projects have been implemented to deliver exceptional customer service. The new Customer Service Centre at Saltcoats Town Hall opened in February 2016 and initial customer feedback has been very positive. New technology has now been embedded within the Contact Centre and this has helped to improve the percentage of calls answered.

A staff account has been developed and is currently being piloted, this provides a self-service facility for a range of internal processes which will reduce errors and improve processing times.

A new structure is in place for Business Support which will enable the Service to provide a more consistent service, flexible to service demands. The Project Team is working to develop a performance management model for Business Support which will include the measurement of internal customer satisfaction.

A Delivery Partnership Agreement (DPA), with the Department of Work and Pensions and other community partners, has been put in place to deliver Universal Credit, supporting the most vulnerable in our communities.

A focus for FACS is the development of its approach to deliver services to "internal" customers. An example of this is the implementation of Lagan in HR Resourcing with employee enquiries now being logged and tracked to provide information on customer demand and inform future improvement processes.

Priority 2 - Effective financial planning and stewardship

The Council continues to demonstrate sound financial planning and stewardship with appropriate reserves and expenditure contained within annual budget. A balanced budget was agreed for 2016/17 in February 2016 together with a refreshed long-term capital plan. The Medium Term Financial Plan has been updated and approved and work continues on the Long Term Financial Strategy.

To support further development of the Council's financial management arrangements, the procurement of the new Financial Management System (FMS) is almost complete and is on track for implementation by the end of 2016/17.

Work continues across the CPP to support a joint approach to resourcing.

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Priority 3 - Lead and support the delivery of transformational change

A new Transformation Phase 2 (T2) Strategy was agreed by both CMT and Cabinet.

T2 incorporates a strategic programme of cross-cutting, corporate transformational projects which will be supported through the Change Team and monitored by CMT through the 6 weekly Transformation Board CMT meeting. FACS provides the corporate lead for T2 and co-ordination of all project work and governance through the CMT and bi-annual updates to Cabinet.

Current project development includes proof of concept projects for digital services.

A number of initiatives which sit within other key priorities are also making a significant contribution to transformational change within the Directorate and across the Council.

› Lean Six Sigma and Kaizen Blitz reviews
› Deliver Channel Shift Strategy to improve services
› ICT investment to develop more resilient systems and processes
› Redesign cash collection service

Priority 4 - Develop and deliver a new People Strategy

The new People Strategy was launched during 2015 and an annual People Plan is now in place to identify key organisational development projects, including evaluation of impact and results. Key interventions have included:

› Undertaking a staff engagement survey during 2015/16
› Improving staff engagement through piloting 'Staff Voice'
› Introducing 'Get Connected' volunteering days
› Organisational Development input to T2 change work, including development of a new Business Improvement Graduate Programme
› Further developing People Analytics and Workforce Planning capacity

Priority 5 - Support the development of the Health and Social Care Partnership

The integration of the financial reporting functions for the Partnership continues. Improved and consolidated management information has been provided for managers, the Senior Management Team and for the Independent Joint Board (IJB). Further work is required to ensure the Partnership delivers its Strategic Plan within available resources. Work has commenced on finalising the budget for 2016/17 and producing the first set of annual accounts for the NAHSCP.

The IJB Performance and Audit Committee was established and has approved the IJB Internal Audit Plan for 2015/16.

An ICT Strategy for the partnership is being developed with work in progress to review partnership Infrastructures. The Organisational Development (OD) Officer within HSCP continues to be supported in the creation of the Workforce/OD Plan.

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Action/Performance Indicator Summary

The table below demonstrates a high level view of the progress made towards our Directorate Priorities.

FACS 2015/16 Directorate Plan						
Priority	**No of actions /indicators**	✅	⚠️	🛑	📈	❓
Developing exceptional customer service	16 indicators 14 actions	7 indicators 6 actions	4 indicators 6 actions	4 indicators 2 actions		1 indicator
Effective financial planning and stewardship	5 indicators 8 actions	2 indicators 4 actions	1 action	3 actions		3 indicators
Lead and support the delivery of transformational change	5 actions	3 actions		2 actions		
Develop and deliver a new people strategy	1 indicator 6 actions	1 indicator 6 actions				
Support the development of the Health & Social Care Partnership	6 actions	5 actions	1 action			
Other FACS actions and PIs	5 indicators 1 action	3 indicators		1 indicator 1 action		1 indicator

The year-end status of our 40 actions and 27 indicators is shown in the table above and the percentage of actions and indicators by RAG status is shown below.

FACS 2015/16 Directorate Plan						
	No of actions /indicators	✅	⚠️	🛑	📈	❓
Actions	40 actions	60%	20%	20%		
Performance Indicators	27 indicators	48%	15%	19%		18%

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LGBF Indicators

The table below shows the most significant Solace indicators that FACS is responsible for collating on a Council wide basis. The first three indicators below are managed across all Services; the other two are the direct responsibility of FACS.

LGBF Indicators 2015/16						
Council Wide	Code	✅	⚠️	🛑	📈	❓
Sickness absence days per employee full time equivalent (FTE) for the whole council	CORP06			8.98 days		
Sickness Absence Days per Employee (excluding teachers)	CORP6b			10.13 days		
Percentage of invoices sampled that were paid within 30 days	CORP08		93.34%			
FACS						
Cost of collecting council tax per dwelling £	CORP04					Not available
Percentage of income due from Council Tax received	CORP07		94.7%			

Council wide indicators

Council Sickness Absence
The Council has not achieved its target of 8.0 days lost per Full Time Equivalent (FTE) for the whole Council with the year-end figure being 8.98. This shows an increase of 0.88 on the 2014/15 figure of 8.1 days lost per FTE. All absence continues to be monitored and managed in line with the corporate policies and procedures.

Sickness absence day per employee (excluding teachers)
Overall the Council has not achieved the target of 8.0 days per FTE for non-teachers sickness absence. Sickness absence days per employee were 10.13 days which is higher than the previous year (9.5 days - 2014/15).

Council Wide Invoices Paid on Time
The percentage of invoices paid on time across the Council for the 2015/16 financial year was 93.34% which is a slight decrease on the previous year (93.64%). For 2015/16 the invoices paid within 30 days fell short of the target of 95%. The process has been reviewed and the revised process will be rolled out during April 2016. It is envisaged that the invoice payments times will show an improvement by the end of Quarter One 2016/17.

FACS Indicators

Cost of Council Tax
Not available as yet.

Collection of Council Tax
The Council Tax collection rate for 2015/16 is 94.7% compared with 94.6% for 2014/15, this is an increase of 0.1%. This is below the target of 94.8%, however all recovery action has been run on time and debt has been passed to the Sheriff Officer as quickly as possible for collection. The Debt Recovery Team works closely with the Sheriff Officer to maximise the collection of Council Tax. Further benchmarking work is being carried out to learn from best practice elsewhere.

Council Plan Indicators – Council Wide

The table below shows the most significant Council Plan indicators which are collated by FACS but measure Council wide performance.

Council Plan Indicators 2015/16					
No of Indicators	✅	⚠️	🛑	📈	❓
% of Council wide Stage One (Frontline Resolution) Complaints Handled on Time	91%				
Percentage of Council wide complaints handled on time (Stage Two)			89%		
Staff Engagement Level - Council wide	69.6%				

% of Council wide Stage One (Frontline Resolution) Complaints Handled on Time
Of the 1,318 complaints handled at Frontline (Stage One) in 2015/16, 1,203 (91%) were closed on time. This has exceeded the target set of 85%. This value is based on closed complaints; any complaints that were still open and being investigated at 1 April 2016 have been excluded from the calculation.

Percentage of Council wide complaints handled on time (Stage Two)
Of the 128 complaints handled at Investigation (Stage Two) in 2015/16, 114 (89%) were closed on time; this has fallen short of the target set of 95%. Those that did not meet timescale were due to the complexity of the complaints and the involvement of multiple Services/parties to assist in the investigations. The 89% figure does not include any investigation complaints still open at 1 April 2016.

Staff Engagement Level - Council wide
Following the 2015 Employee Engagement Survey, the Council wide Engagement Level is 69.6%; this is an increase from 2012 and 2014 when it was 55% and 65% respectively.

Financial Performance

A detailed breakdown of both revenue and capital expenditure is provided in Appendix 2.

Revenue Expenditure:

The Directorate's revenue budget as at 31 March 2016 reported an underspend of £0.668m. The main reasons for the underspend are:

<ins>Revenues and Benefits</ins>
There was an underspend of £1.136m. This was mainly due to an underspend of £0.438m in funds set aside for Discretionary Housing Payments (DHP) which are now fully funded by Scottish Government; funds of £0.105m no longer required which were set aside to address the benefit cap on temporary accommodation and; £0.406m over recovery of income relating to Council Tax overpayments, statutory additions and DWP subsidy. There is also an underspend of £0.139m within employee costs as a result of vacant posts.

In addition, carry forwards have been approved of £0.098m for Scottish Welfare Fund payments and £0.124m of DWP funding for staff costs and training in 2016/17.

<ins>Corporate Procurement</ins>
There was an overspend of £0.085m. This was mainly due to an under recovery of £0.145m in revenue and capital contract savings, partially offset by an underspend of £0.071m in employee costs as a result of vacant posts, maternity leave and long-term sickness absence.

<ins>Human Resources</ins>
There was an underspend of £0.039m. This was mainly within employee costs due to delay in filling vacancies and reduced hours.

<ins>ICT</ins>
There was an overspend of £0.037m which was largely due to an unanticipated invoice paid for maintenance of the WAN circuits.

<ins>Customer Services and Registrations</ins>
There was an overspend of £0.031m. This was mainly due to an overspend in employee costs of £0.013m due to turnover targets not being fully achieved and an overspend in software licences and CFCR of £0.021m and £0.012m respectively due to new contact centre technology and the telephony upgrade. In addition, there was an underspend of £0.040m in Footwear and Clothing Grants based on levels of demand and an under recovery of £0.013m in income due to a lower uptake on services than anticipated.

<ins>Business Support</ins>
There was an overspend of £0.121m which was mainly due to redundancy payments following a service restructure.

Capital Expenditure:

Overall there was a small overspend of £0.008m on the Directorate's capital budget for 2015/16.

Information Technology
There was an overspend on ICT projects of £0.066m. The main elements of the overspend were in PSN compliance, data rationalisation and storage and agile working projects and budget will be accelerated from 2016/17 to match the overspends.

Council IT Strategy
There was an underspend of £0.058m. This related to the provision of managed WAN services, where there was a delay caused by infrastructure issues on Arran, and budget will be carried forward into 2016/17 to allow for project completion.

FACS Absence Data

Data on sickness absence is attached as Appendix 3. The FACS sickness per FTE was 8.19 for 2015/16 which was an increase on the previous year figure (7.1 days per FTE) and did not meet the target of 7.0 days.

47% of FACS employees had no sickness absence during 2015/16 (Council-wide 50%) which was a small increase in the 2014/15 figure of 46%.

FACS focusses on maximising attendance and takes steps to ensure full compliance with corporate policies.

Other Employee Information

89.1% of FACS employees took part in the 2015 Staff Engagement Survey, an improvement from 69.8% in the last survey, and a response rate which provided assurance that our teams wanted to share their views.

The 2015 FACS employee engagement level improved at **65.6%** (2014 – 62.7%, 50.4% - 2012).

All four engagement factors increased in the 2015 Employee Engagement survey. The greatest increase was in 'Say', 5.6% year on year (from 2014 to 2015). A comparison of all engagement factors and the overall Engagement Level is shown in the table below. FACS developed an improvement plan following the 2014 survey and implementation of the actions has resulted in the overall engagement level increase.

The 2014 action plan centred on communication, management of change, visibility of the ECMT and opportunities for staff to contribute views before changes are made.

Further work is being done by Senior Managers across FACS, working with their teams to identify additional areas for improvement.

FACS		2015	2014	2012
		Engagement Factor / Engagement Level		
Relate	**Relating to the Council's purpose**	74.9%	72.6%	47.8%
Say	**Speaking about the Council**	56.2%	50.6%	42.5%
Stay	**Staying with the Council**	75.1%	73.3%	72.5%
Strive	**Commitment to the Council**	56.1%	54.4%	38.9%
	Overall Engagement Level	**65.6%**	**62.7%**	**50.4%**

Compliments and Complaints Performance

Complaints

Data on complaints is attached in Appendix 4. FACS Stage 1 complaints have reduced from 236 in 2014/15 to 182 in 2015/16 (a reduction of 23%). Customer Services received the highest level of Stage 1 complaints (92), although this is to be expected given that Customer Services deal with a wide range of queries relating to different services. Of the total number of Stage 1 complaints received in 2015/16, 64% (116) were upheld or partially upheld. Upheld complaint topics were varied in nature and related to a number of sections.

FACS Stage 2 complaints also reduced from 65 in 2014/15 to 59 in 2015/16. The section with the highest level of Stage 2 complaints was Customer Services (where the majority were multi-service complaints handled by the Complaint Team). Of the total number of Stage 2 complaints received in 2015/16, 61% (36) were upheld or partially upheld. Again, upheld complaint topics were varied in nature.

FACS complaints were 10% of the total complaints received by the Council in 2015/16 and centred mainly around:-

- Customer Services - waiting times, incorrect information provided or perceived staff behaviour

- Benefits - payment of benefits or standards of service

- Revenues – communication, Council Tax recovery or standards of service

Compliments

During 2015/16, 75 FACS compliments were logged on Lagan. The majority of compliment themes focus around Registrars and Area Offices. A snapshot of compliments is included in the table below.

Section	Compliment
Contact Centre, Customer Service Centre & Registrations	A variety of compliments from customers were received thanking the staff for their assistance and high standard of service.
Web Team	This is the first time I have logged on to my account having just signed up, but I am really impressed that you have everything here on one website - I can view my council tax bill: request special uplifts; report road faults, graffiti, full bins - I think it's excellent! Thank you!
Performance Team	Please accept my personal thanks for all your hard work, as part of the assessment team for the CoSLA awards, you made this year's process straightforward.
Insurance Team	Thank you for your guidance and support to help me understand the process when attending court. Thank you for keeping me updated with regular information.
IT	I would like to thank IT Services for promptly attending to my connection issues on Wednesday morning (24/2/16). Thanks!

15

Councillor/MP/MSP Information Requests

FACS received 114 requests for information between 1 April 2015 – 31 March 2016. 64 Councillor requests were received and 50 MP/MSP requests. 88% of Councillor Stage 1 requests were closed on time (target 5 days); the average time to resolve the requests was 5.6 days. FACS had no Councillor Stage 2 requests. 98% of MP/MSP requests were closed on time (target 10 days); the average time to resolve the requests was 5.6 days. Appendix 4 shows the breakdown of information requests by section.

Transformation Projects

Financial Management System (FMS) replacement

Procurement of the new system is in its final stages. This should deliver a more effective and efficient system for financial services across the Council to enhance the quality, frequency, accessibility and reliability of financial data and management reports. It should free up Finance staff to allow for greater added value in terms of analysing and supporting services in a business partnering role with services. It will enhance the quality of management information across the Council to support improved decision making and resource planning, as well as increasing the level of self service for users of the system. The new FMS project is due to be implemented by March 2017.

Carefirst

The Carefirst financials development is expected to streamline processing around social care billing and financial monitoring and improve the access to and quality of service user information for both Health and Social Care and Finance teams while also reducing duplication. This is a joint project in conjunction with Health and Social Care Partnership which went live in February 2016.

Customer Services Strategy

During 2015/16 a number of key areas were progressed including the delivery of an online account, with more than 19,000 residents registered to access a wide range of transactional services via the website.

The implementation of e-billing for Council Tax saw more than 60% of eligible customers receive an electronic bill which, combined with the introduction of intelligent Council Tax e-forms, has improved processes and increased the percentage of customers accessing services through online channels.

A new telephony system has improved the telephone performance of the contact centre with an increase in calls answered and reduction in wait times.

Business Support Review

A Business Support Strategy was approved by the Corporate Management Team (CMT) in June 2015 and is currently being implemented.

A new structure was delivered for the beginning of 2016/17, allowing the Business Support Team to be more responsive to service demands. A structure for career progression is being developed. A new induction programme is in place for staff joining the team and development of phase 2 of the training programme is underway.

An employee account is ready for implementation with the first processes supported being special leave, contract amendment and termination. Analysis of the administration processes which support Occupational Health has been completed and development work is due to begin. The Business Improvement Team is working closely with Human Resources to improve the recruitment process via the use of Talentlink reducing the administration work to support these processes. A pilot is due to begin in April with Facilities Management.

Review of the business model within Employment Services

Payroll has completed the School HR Absence project. Absence data is now recorded in a single system, reducing lag time, duplication and variance. A training programme is in place to ensure that staff involved have the required skills and knowledge to undertake this activity now and in the future.

Recruitment Workshops have been undertaken to redesign the Advert Request, Shortleeting and Interview processes. Working in partnership with Facilities Management the application process has been redesigned for applicants applying for jobs graded 1 – 3.

The HR21 Self Service System has been rolled out to office-based employees; this enables employees to access their payslip online, update their home address and emergency contact details and to register to pay their Council Tax via their wages.

Move from operational reporting to advanced analytics

Key workforce information is now published on the intranet. A quarterly infographic is produced and published on Connects to highlight employee metrics. Development work continues to classify the Council's posts to enhance the workforce metrics.

Work continues with IT to develop reports for new pension reporting requirements; attention has been focussed on automating the process.

Cash Collection and Municipal Bank services

Research has been undertaken to identify the local and national picture in relation to Municipal Bank services. A visit to another local authority has taken place and an options paper was considered by the Transformation Board.

The need for specialised advice was identified and procured. This specialist advice will be used to inform a final options paper for the consideration by the Municipal Bank Board.

Significant analysis work has been done regarding the redesign of cash collection and a report has been prepared which outlines the savings which can be generated. A cross service project team has been established and a Project Plan is currently being prepared which aims to deliver the redesign of the service by March 2017. Customer engagement is underway to identify the best options for implementation and support customers to pay in the most appropriate way.

Lean Six Sigma Projects

Insurance
A review of insurance claim handling processes has been completed and a number of improvement actions identified. These include revisions to the claim form, designed to capture all required information first time, the development of a Customer Charter for Council Services and the introduction of Insurance and Risk Awareness days for key Council staff.

Review of the customer journey within Financial Management
A number of Lean projects have been completed which support this review including a review of the financial re-assessment process and service user arrear letters. A full review of all processes and customer needs will be undertaken as part of the implementation of Business Partnering within Financial Management.

Review of Revenues and Benefits changes and claim processing
A Lean Six Sigma project reviewing the benefit new claim process commenced in quarter four. The current claim process has started to be mapped out. The expected completion date of the project is end of quarter one 2016.

The project reviewing council tax change of address did not commence in quarter four due to non-availability of experienced green belt resource. The project is expected to start in quarter two of 2016/17.

Resource is currently being identified to set up a Business Improvement Team in Revenues and Benefits similar to the model within Customer Services. An improvement plan is being developed which will provide a programme of work and improvement targets for the BIT. The improvement plan will be based on feedback from staff engagement, customer satisfaction, the digital workstream and various Lean projects. A comprehensive plan will be in place in quarter two 2016/17.

External Evaluations

During the first half of 2015/16 Audit Scotland reported on their Annual Audit of the 2014/15 Annual Accounts and a review of the main financial systems and a risk assessment of Housing Benefit was carried out. Full details of these evaluations were provided in the mid-year Performance Review Report. Only one external evaluation involving FACS was completed during the second half of 2015/16.

External Audit Review of Internal Audit

Audit Scotland has completed its annual assessment of the Council's Internal Audit function. This has provided a positive assessment. The review concluded that Internal Audit is operating in accordance with the Public Sector Internal Audit Standards. The report identifies that a risk based approach to planning has been adopted and sound arrangements are in place for monitoring and reporting progress against the plan.

Appendix 1 – Awards received by Finance and Corporate Support

- CCA Excellence Awards – Complaint Team, Shortlisted, Customer Services
- CCA Excellence Awards – Innovation in Channel Shift, Winner, Customer Services
- North Ayrshire Achieves – Exceptional Employee of the Year, Finalist, Darren Miller, Customer Services
- North Ayrshire Achieves – Learning Champion, Finalist, Michelle Emberson, Customer Services
- North Ayrshire Achieves – Growing Our North Ayrshire, Winner, Corporate Procurement
- North Ayrshire Achieves – Enhancing Our Environment, Winner, eBilling Team, Revenues & Benefits
- Personnel Today – NAC Employer Brand, Finalist, Learning & Development Team
- Personnel Today - NAC – Award for Excellence in Public Service HR (Kaisigma), Winner, Learning & Organisational Development Team
- Customer Services – COSLA Bronze Award for Service Innovation and Improvement
- ICT – SOCITM Customer Satisfaction – Best Performing
- CPCS – STEfWF – Short-leeted Best Large Public Sector Employer
- ECCCSA awards winner for Best Improvement Strategy
- ECCCSA awards - silver for Best Complaints Team.
- Commended for the MJ Awards Innovation in Digital
- Procurement Team: Go Awards – Team of the Year – Highly Commended
- Procurement Team: Go Awards – Sustainability/Corporate Social Responsibility – Finalist
- HR Network award for Best Workplace of the Year
- HR Network Award for Employee Engagement
- Scottish Business Excellence Award for Lean Six Sigma

Appendix 2 - Financial Performance

The Table below shows the revenue expenditure as at 31 March 2016

Revenue Expenditure (£000)			
Expenditure	Annual Budget 15/16	Final Outturn	Annual Variance Adverse or (Favourable)
	£000	£000	£000
Directorate	(6)	-	6
Finance			
Central Recharges	(233)	(233)	-
Head of Service	234	233	1
Financial Management	-	-	-
Revenues and Benefits	5,715	4,578	(1,136)
Audit and Risk	114	114	-
Corporate Procurement	(85)	-	85
Customer, People & Corporate Support			
Central Recharges	(143)	(143)	-
Head of Service	141	144	3
Human Resources	39	-	(39)
ICT	(37)	-	37
Customer Services & Registration	556	587	31
Business Support	(121)	-	121
Total	6,174	5,280	(891)
Less approved Carry Forwards	-	223	223
Net Total	**6,174**	**5,503**	**(668)**

Delivery of Capital Programmes

The table below shows the capital programme expenditure as at 31 March 2016

Capital Investment Expenditure (£000)			
	Total Revised Budget 15/16	Actual Expenditure to 31 March 2016	Annual Variance Adverse or (Favourable)
	£000	£000	£000
Finance	124	124	0
Information Technology	380	446	66
Council IT Strategy	526	468	(58)
TOTAL FACS	**1,030**	**1,038**	**8**

Appendix 3 – FACS Employees Sickness Absence

Finance and Corporate Support Employee Sickness Absence 2014/15								
Days Lost per FTE	FTE*	Q1	Q2	Q3	Q4	2014/15	Target	Variance
Finance	160.4	1.5	1.7	2.8	1.8	7.8	7	0.8
Customer, People and Corporate Support	249.1	2.1	1.6	1.2	1.6	6.5	7	-0.5
FACS	409.5	1.9	1.7	1.8	1.7	7.1	7	0.1

Finance and Corporate Support Employee Sickness Absence 2015/16								
Days Lost per FTE	FTE*	Q1	Q2	Q3	Q4	2015/16	Target	Variance
Finance	158.3	1.87	1.82	3.35	3.27	10.31	7	3.31
Customer, People and Corporate Support	255.2	1.60	2.18	1.48	1.64	6.90	7	- 0.10
FACS	413.5	1.69	2.02	2.20	2.28	8.19	7	1.19

Appendix 4 – FACS Complaints, Compliments and Member Requests

Complaints

Finance and Corporate Support 2015/16							
Stage 1 Complaints							
	2015/16				**2014/15**		
Service	Actual	% Handled on time	Ave days to resolve (target is 5 working days)		Actual	% Handled on time	Ave days to resolve (target is 5 working days)
Benefits	31	100%	1.4		45	98%	1.4
Customer Services	92	98%	2.4		143	95%	2.7
Finance - Other	12	92%	3.7		5	80%	3.2
HR	2	100%	2		2	100%	2.5
Revenues	45	100%	1.6		41	93%	2.9
Stage 2 Complaints							
	2015/16				**2014/15**		
Service	Actual	% Handled on time	Ave days to resolve (target is 20 working days)		Actual	% Handled on time	Ave days to resolve (target is 20 working days)
Benefits	2	100%	3		5	100%	6.6
Customer Services	42	88%	16.3		53	81%	15.7
Finance - Other	4	75%	13.7		0	n/a	n/a
HR	2	100%	10		0	n/a	n/a
Revenues	9	100%	2.4		7	100%	9.9

Compliments

Compliments 2015/16	
	Actual
Number of Customer Compliments	**75**

Member Requests

Councillor/MP/MSP requests – 2015/16						
	Benefits	Revenues	Customer Services	HR	IT	Total
Councillor	15	36	9	3	1	64
MP/MSP	27	21	0	2	0	50
Total	42	57	9	5	1	114
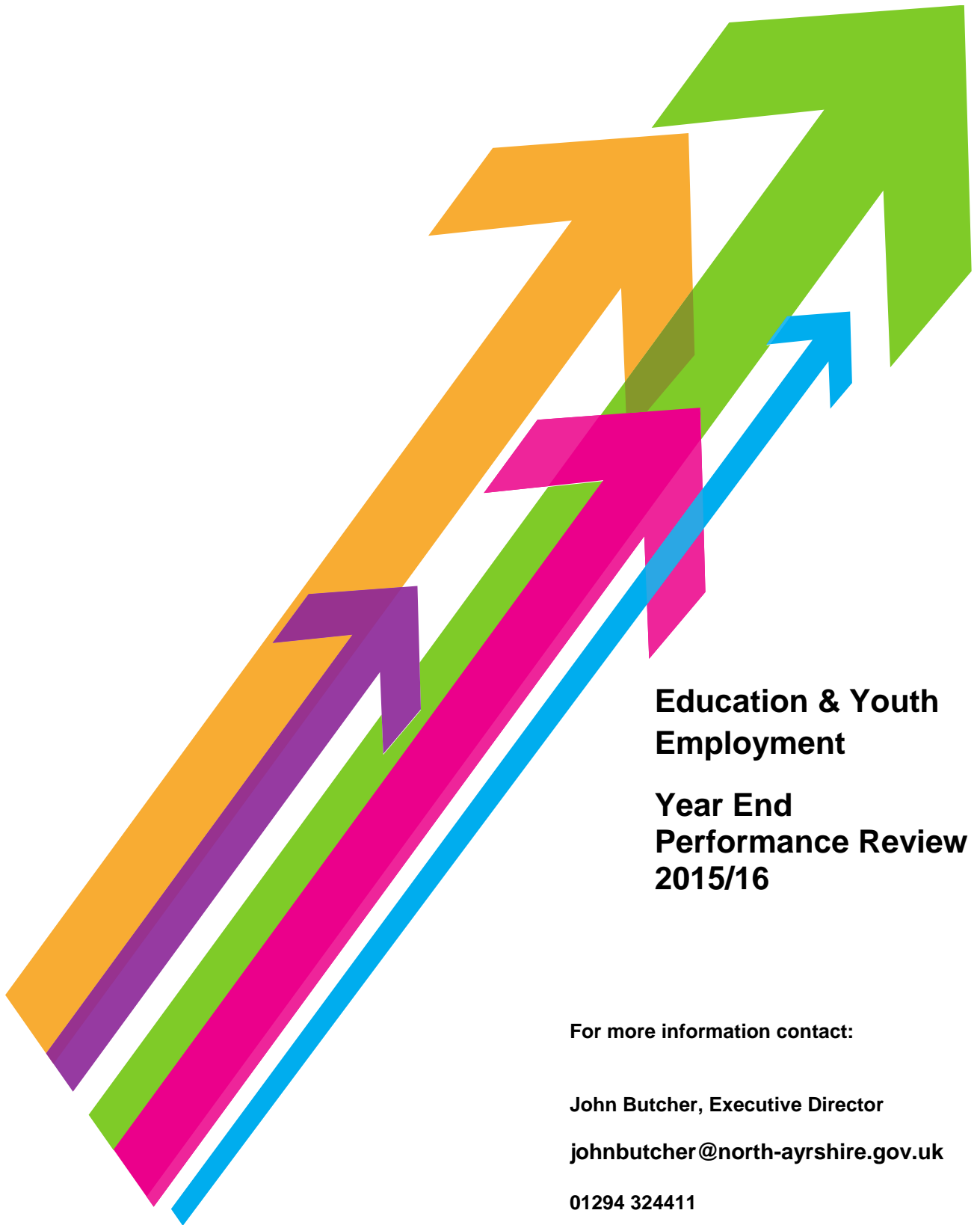
Education & Youth Employment

Year End Performance Review 2015/16

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Focus. Passion. Inspiration.

North Ayrshire Council
Comhairle Siorrachd Àir a Tuath

Contents

Welcome

....

The Council Plan 2015-2020, sets the future direction for the Council and focuses on our journey from Good to Great

The Education and Youth Employment Directorate provides a wide range of services across three main areas of integrated service delivery: Education, Youth Employment and Inclusion. The main areas of focus for the Directorate include improving the quality of learning and teaching, providing opportunities for young people to maximise their attainment and achievement, promoting equality of educational opportunity and inclusion and supporting our young people to enter positive and sustained post school destinations.

The work of the Directorate supports the delivery of the Council's strategic priorities, with a particular focus on the two priori highlighted below:

1. **Ensuring People have the right skills for Learning, Life and Work.**
2. **Working together to develop stronger communities.**

Our Directorate Plan 2015-2018, updated April 2016 outlines the priorities we have identified, and the actions we will take to support the successful delivery of these Council's mission - "**To improve the lives of North Ayrshire people and develop stronger communities**" and vision – "**To be a leading organisation defined by excellent and innovative services**" The plan also outlines our key priorities for the next three years, and how we will support our people to deliver on these.

Update on actions from last meeting

Action	Progress
• Strengthen capacity and links between schools and business (positive destinations).	• Schools implementing the recommendations in "Developing Scotland's Young Workforce" is resulting in an increase in the level of employer engagement in our schools. • National Career and Work Experience standards. • Principal Teacher posts in schools. • Introduction of MA and new Senior Phase.
• Develop robust measures particularly at primary level.	Introduction of National Improvement Framework (NIF), including focus on standardised assessments and teacher judgement.

Highlights

Some of our major highlights this year include:
- Two finalists in National Education Awards (Greenwood Academy and Kilwinning Early Years Centre).
- Improved Attainment – Report to Cabinet:
  - Literacy at Level 5;
  - Numeracy at Level 5 above National and Comparator;
  - Improving trends across almost all indicators;
  - Above National and Comparator for lowest performing 20%.
- Flushed with Success Award.
- National Awards - Music Service.
- Development and delivery of staff training on:
  - Literacy; Numeracy; Nurture; Parenting; Restorative Practice; Quality Assurance and Evaluation; Modern Languages; Leadership and Probationer Training.
- Improving profile of the Authority nationally – ADES, Awards, Inspection, SEEMIS, Estate.
- Introduction of National Improvement Framework – assessment and moderation.
- Further development of Senior Phase – Developing the Young Workforce; Timetable; Further Education.
- Partnership Work – Ayrshire College; Health and Social Care; Parents; Community Involvement.
- Embedding Quality Assurance/ Improvement.
- Development of Children's Services Plan.

Communities
- In collaboration with the Health and Social Care Partnership, the Stop, Now and Plan (SNAP) project is now complete, and has been evaluated by Educational Psychology Services.
- The role of Pupil Support Teachers has been developed, and training provided, to enable them to more effectively support our approaches to nurture and restorative practice.
- All schools are implementing year 1 of the North Ayrshire Primary Language Learning Framework, with some having progressed to year 2 and beyond. We are launching further resources to support years 3 and beyond.
- The Autistic Spectrum Disorder (ASD) strategy has been developed, and will be launched formally in June. The Astra base will open in August and has taken referrals.
- Nurture groups are operational in schools.
- The Accessibility Strategy has been completed, and is being implemented and monitored through the Accessibility Steering Group.
- We have now established a Creative Learning network to include representatives across the sectors including Primary/ Secondary/ ASN and third sector. The group meets quarterly to discuss the progress of creativity and innovation in pedagogy

and the development of Creativity thinking skills. A range of activity is supported through our CLN fund including Creativity in language/ expressive arts and STEM and supporting Creativity as part of our work on the Development of the Young workforce.

- We have provided 3 single agency training days for all Head Teachers and for all Pastoral care staff in North Ayrshire schools. We have covered key areas within the Children and Young people's act (due for full implementation in August 2016) including the assessment of wellbeing, the role of the Named Person and the development of a child's plan.
- Further support has been given to schools on the full implementation of GIRFEC through training days for Head teachers and pastoral care staff, regular newsletters and updates and ongoing support from key staff.
- Place 2 Be are working in 6 of our primary schools, setting up a counselling service for young people as part of our attainment challenge.
- Place 2 Be now have school managers present in 6 of the primary schools in SIMD 1 and 2 and the service will be provided fully from August 2016.
- Mental health/ wellbeing teachers in place – working with CAMHS.

Areas for Further Development

Through analysis of our 15/16 activity we have identified areas for further development within the service:

Communities
- Most Head Teachers have completed training in restorative practice, with a further session planned next term. This now needs to be embedded across our schools.
- Secondary schools have undertaken training in nurture approaches. This now needs to be embedded. Further training has been planned for Primary and Early Years staff.
- Focussed training in the data input within SEEMIS on the wellbeing application will commence in May 2016.
- This support and development around the implementation of GIRFEC will continue to feature as we move towards the full implementation of the children and Young people's act in August 2016.Education and Youth employment will work closely with the GIRFEC manager to set up and develop the Named Person's Service for North Ayrshire (June 2016).
- Our partnership work with Penumbra and CAHMS are crucial to the delivery of aspects of our work in supporting the mental health and wellbeing of young people across North Ayrshire. They are part of the core group within the HWB strategy group. We are also working closely with CAMHS as part of our attainment challenge.
- The Health and Wellbeing strategy group will have a second full meeting by the end of May 2016 to discuss the draft HWB strategy and the new significant aspects

of learning document from Education Scotland. This will inform our next steps in developing a new framework for delivery of HWB across all North Ayrshire schools from early years through to the senior phase.

Place

- We continue to support the development of ECO schools, Rights Respecting Schools and Fairtrade initiatives across all our establishments with a view to increasing the number of awards. Eco schools Scotland is changing and further to the review of their work, we will support schools across NAC through a range of CLPL offered.

Our Priorities

Our key priorities for the next three years are shown below:

- ❯ *We are reducing inequalities and delivering improved outcomes for children and young people.*
- ❯ *Self-evaluation and performance improvement are embedded throughout our schools and central support teams.*
- ❯ *Levels of attainment and achievement are improving for all learners.*
- ❯ *High numbers of our young people are entering positive and sustainable post-school destination.*

Directorate Priorities and Performance Indicators

Priority 1 – **We are reducing inequalities and delivering improved outcomes for children and young people.**

A key objective of the Directorate is to ensure we are providing a nurturing approach in all of our schools. This will support those young people who are experiencing social and emotional problems and who face challenge in accessing education and help them to better engage with education, promoting self-efficacy and impacting positively on their educational attainment. High quality training programmes have been accessed and the delivery by Education Scotland and NAC Psychological Services to both primary and secondary teachers is now embedded. All secondary schools have been trained. In addition to this, Nurture Bases have created in 15 primary schools and all will be in place by August 2016. All Head Teachers from these schools have completed specific nurture coordinator training. Furthermore, 16 primary schools have received additional funding, secured from Access to Education, to recruit staff and to prepare and resource nurture rooms. A post of Nurture Co-ordinator has been recruited and is now working in partnership with Psychological Services and NHS staff to embed the initiative and ensure more effective support for schools and establishments.

A number of initiatives, strategies and programmes have been taken forward in the early years setting to support children and to engage with parents. The identification of need is being further supported through the increased use of pre-school developmental milestone information. Schools and Early Years establishments have also been encouraged to use the SHANARRI interactive tool produced by Education Scotland to help assess wellbeing needs and this follows on from a successful pilot carried out across the Garnock cluster schools.

We have continued to enhance staff knowledge, understanding and skills in supporting young people dealing with mental health issues. A training programme of seven 3-day courses for the school session 2015-2016 has been developed specifically to train staff across Education, Health and Social Care in SMHFA. The Psychological Service has also begun to develop information for young people around anxiety and in addition, are consulting with health colleagues regarding the resources currently available to provide clear, concise and accurate information for parents and teaching staff.

Key Directorate focus is to close the attainment gap. The Attainment Adviser and PLA staff have a targeted approach to improve the attainment and achievement of pupils from our poorest communities. Targeted literacy and numeracy work across all sectors is being delivered by the core staff team at the PLA. The inclusion of a speech and language therapist and educational psychologist as part of the PLA core team will further enhance the initiatives to close the attainment gap. Year 2 priorities for the Attainment Challenge will be focussed on developing work with parents as well as creative arts and sporting activities.

Priority 2 - **High quality learning and teaching is taking place in all our schools.**

The service continues to use a research based approach to improving learning and teaching which has determined the priorities in the next three years. As a result of this, a Professional Learning Academy has been created with a focus on improving the delivery of literacy and numeracy in the first instance. Every school has numeracy as one of their improvement plan priorities. Staff have been seconded to deliver programmes of in-service and thereafter teach cooperatively in schools to ensure practice is being delivered at the highest standards possible.

The Broad General Education continues to be enhanced through each school's improvement agenda. At an authority level, there is a focus on the STEM agenda through the Scottish Schools Education Research Centre (SSREC) who are working with two clusters and partnership working with Dumfries House; a Creative Learning Network is now promoting the creative thinking skills of our children and young people; almost all schools have now begun implementing the primary language learning framework in line with the national 1 + 2 languages priority and very good progress

has been made in establishing a 'maths recovery' professional learning network. This vibrant network is promoting a range of strategies to improve numeracy across the authority in partnership with the PLA.

To ensure all staff have the skills to continue taking forward the improvement agenda, a career long professional learning programme is in place. This will ensure there are opportunities for student teachers right through to established Head Teachers. A wide and varied programme already exists with any gaps having now been identified and plugged. A full programme is now underway. Examples of current provision include a full annual programme for probationer teachers, leadership modules for class teachers and the opportunity for Head Teachers to take part in the Head Teacher Leadership Academy. This co-ordinated whole system approach will ensure the further development of this key component of the workforce.

Priority 3 – Self-evaluation and performance improvement are embedded throughout our schools and central support teams.

A new Quality Improvement Framework has been produced and is now being used in all of our schools. The framework is already being revised to reflect the new QIs and inspection framework outlined in the recently published 4th Edition of HGIOS.

All Head Teachers completed in-service on preparing effective evaluation statements and what supporting evidence is required. In addition, a 'measurement' workshop has been delivered to help support school improvement planning and therefore impacts from these plans. All Head Teachers and identified key staff have had training on the NIF. Centrally, all Senior Managers and Heads of Service have completed a programme of in-service from Education Scotland which will help support school visits planned as part of the new framework. In addition, Education Scotland Area Lead Officer accompanied senior officers on 10 planned visits to review key QIs and ensure benchmarking with national expectations.

A consistent approach is being led centrally to track and monitor progress and achievement in the Broad General Education and the Senior Phase. To support this, a programme of standardised testing has been introduced throughout all of our schools. In addition, all schools are having an increased focus on collection and use of data to support their improvement agenda. INSIGHT training is complete and training for the introduction of GL assessments and teacher judgement to inform improvement is ongoing. This training involves the use of data to inform improvement.

Priority 4 – Levels of attainment and achievement are improving for all learners.

A number of initiatives continue to address the outcomes gap for children and young people from disadvantaged groups. This includes the development of a

communications and languages strategy; partnership working with the Robert Owen Centre to develop our approach to parental engagement in learning; design of a high quality training programme to support improvements in numeracy and literacy and the delivery of parenting programme which aims to support parents, where appropriate, to improve the behaviour of 3/4 year olds. Work on restorative practice, SNAP, POP, PEEP and emotional literacy continue.

Very good progress has been made in the development and implementation of an authority nurture strategy. This has included consultation with all schools and a number of partner agencies. A number of staff, including Head Teachers have undergone intense training with the plan to roll this out to all Head teachers progressing.

Developments in the senior phase have been progressed in our secondary schools ready for the introduction of a S4-S6 structure. This will offer greater choice and progression for all young people. Also, to support the delivery of the new qualifications, a programme of professional learning on 'understanding standards' is enhancing the capacity of our teaching staff. Furthermore, there continues to be a renewed focus on supporting subject networks, as these groups have the opportunity to inform authority decisions and therefore contribute to raising attainment for all young people.

Wider achievements are being mapped across all of our schools with an audit currently being undertaken. This will allow good practice to be shared and research to be undertaken to ensure pupils gain formal accreditation where this is not currently happening.

Priority 5 – **High numbers of our young people are entering positive and sustainable post-school destinations.**

In collaboration with Ayrshire Chamber of Commerce we have canvassed local employers about a revised partnership model with the aim of increasing the number of pupils able to participate in more appropriate placements. We are also working with colleagues in Economy & Communities to encourage local employers to create opportunities for young people with ASN and this should become innovative practice as part of DYW. The continuing development of Activity Agreements with the third sector aims to provide increased opportunities for young people with significant barriers to employment.

Irvine Royal Academy is being developed as a Centre of Excellence in Senior Phase vocational education. This partnership between the Council, Ayrshire College, Scottish Funding Council, Skills Development Scotland and others delivers courses in tourism, sports and hospitality. Engineering courses are currently being developed, which will deliver Modern Apprenticeships locally from August 2016. These may transfer to another school/ college base by August 2017.

In partnership with colleagues in the Council, a review of the NAC Youth Employment Strategy has been undertaken to ensure it is effectively addressing the challenges identified in the Developing Scotland's Young Workforce Final Report. PTs are now in place in all secondary schools to drive approached to developing the young workforce; career and work experience standards; approaches to the introduction of modern apprenticeships into the senior phase curriculum.

A widening access programme between the University of the West of Scotland and St. Matthew's Academy was piloted successfully and NAC are currently engaged in discussions with the University of Glasgow to extend its widening access programme to all North Ayrshire schools.

Performance Indicator Summary

The table below demonstrates a high level view of the progress made towards our Priorities.

Performance Information						
Priority	**No of Indicators**	✅	🔺	🛑	📈	❓
We are reducing inequalities and delivering improved outcomes for children and young people.	4	1				3 (data not available)
High quality learning and teaching is taking place in all our schools.	3		1			2 (data not available until June 2016)
Levels of attainment and achievement are improving for all learners.	11	8	2	1		
High numbers of our young people are entering into positive and sustainable post-school destinations.	1	1				

LGBF Indicators – Priorities

LGBF Indicators 2014/15						
	2012/13	**2013/14**	**2014/15**		**2014/15**	
Indicator	**Value**	**Value**	**Value**	**Target**	**Status**	**Short Trend**
% of school leavers entering a positive destination	93.8	94.1	96.1	94.5	✅	⬆️

Council Plan Indicators

Council Plan	No of Indicators	✅	⚠️	🛑	📈	❓
Ensuring our people have the right skills for life , learning and work	8	7			1	

Financial Performance

A detailed breakdown on both revenue and capital is provided in Appendix 1.

The services revenue budget report as at 31st March 2016 shows Education and Youth Employment with an underspend of £50K.

The main reasons for this underspend are highlighted below.

Early Years: underspend in employee cost due to delays in staff recruitment of £0.263m. An underspend against payments to private providers of £0.164m.

Primary Education: the overspend is in employee costs which is due to the increased number of pupils with additional support needs remaining within mainstream schools.

Secondary Education: PPP unitary charge was underspent due to the reduction in the RPI and also the PPP insurance rebate.

Additional Support Needs: the overspend is due to employee costs in relation to support for pupils in an effort to keep them from entering day placements.

Education Other: the cost of the Teacher Refresh Scheme for 2015/16 cost £0.176m. The centrally held budget for Teachers cover overspent by £0.168m as a result of long term sick and maternity leave.

Capital commentary on significant projected variances
The underspend in Nursery Education mainly relates to the Early Learning & Childcare Holding code (£0.075m). This budget will be carried forward to 16/17.

The overspend on Secondary Schools mainly relates to the Garnock Campus Project (£0.321m). Budget will be accelerated from 16/17.

Employees

Sickness Data

The average days lost per FTE was 6.96, which is 0.56 greater than the target of 6.40, and 2.2 days greater than last year. Absences are now recorded directly onto CHRIS. Additional Support for Learning and Early Years were the two areas where performance was significantly above target. In comparison to the rest of the Council, Education and Youth Employment continue to perform well, where days lost per FTE was 8.98.

Lowest teacher absence rate in Scotland – highlighted in "Audit Scotland – An Overview of Local Government in Scotland 2016" report.

Data on performance is attached as Appendix 2.

Other Employee Information

Stress Risk Assessment information will be available later in the year once the Health and Safety Team have rolled this out.

The employee engagement level is **70.5%** an increase of 4.9% since the 2014 survey when the engagement level was 65.6% and an overall increase of 15.5% since the initial survey in 2012, when the engagement level was 55%. The engagement level within Education and Youth Employment was also 0.9 percent above the council wide figure of 69.6%. The response rate for Education and Youth Employment was 31.4%, an increase of 4.4% since the 2014 survey. However, it is significantly lower than the Council wide response figure of 41.4%. The next survey will include an in service day, allowing school based staff time to complete it.

	Education & Youth Employment 2014	Education and Youth Employment 2015	Council 2014	Council 2015
Overall Engagement Level	65.6%	70.5%	65.3%	69.6%
Relate	77.3%	83.2%	76.2%	80.6%
Say	44.5%	52.1%	52.4%	60.4%
Stay	71.8%	73.5%	72.7%	76.1%
Strive	69.0%	73.5%	59.9%	61.4%

Compliments, Complaints and Member Requests Performance
Data on performance is attached at Appendix 3.

Complaints
There is scope for improvement in the handling of complaints, in particular Headquarters stage 1 complaints, where the average days to resolve is 5.8, greater than the target of 5. For stage 2 complaints the average days to resolve is just on the target of 20 days.

Compliments
Compliments received by Education and Youth Employment are mainly received by individual schools, and for practical reasons are not recorded in the Corporate system. We also received 15 nominations for North Ayrshire achieves from members of the public.

Member requests
We continue to perform well in terms of responding to requests from Councillors, MPs and MSPs.

Transformation Projects
Education and Youth Employment have embarked on an ambitious transformational change programme which aims to ensure that North Ayrshire Council's educational establishments will be places where high quality learning and teaching takes place.

The key areas of transformation activity are:

1. The National Attainment Challenge
2. Performance Improvement through the implementation of the Quality Improvement Framework
3. School Estate

Progress in each of these is included in the narrative around Key Priorities.

External Evaluations
The following educational establishments were inspected during 2015/16. The reports of these inspections are available on the Education Scotland website.

- Lamlash Primary School and Early Years Centre
- James McFarlane School
- Moorpark Primary School
- Stanley Primary School
- West Kilbride Primary School
- Dalry Early Years Centre
- Ardrossan Academy

The reports for these inspections can be found on the Education Scotland website.

Appendix 1 – Revenue and Capital Expenditure

Revenue Expenditure (Information not available)

Revenue Expenditure (£)			113
Expenditure	Annual Budget 15/16	Projected Year End Outturn	Annual Variance Adverse or (Favourable)
	£000	£000	£000
Early Years Education	12,836	12,228	(608)
Primary Education	54,490	54,986	496
Secondary Education	57,143	56,831	(312)
Additional Support Needs	8,915	9,046	131
Education -Other	1,648	1,891	243
Contribution towards Learning Academy	0		
TOTAL	135,032	134,982	(50)

Delivery of Capital Programmes

Expenditure	Budget 15/16	Actual Expenditure	Year end Variance
	£'000	£'000	£'000
Nursery Education	868	767	(101)
Primary Schools	335	291	(44)
Secondary Schools	18,203	18,570	367
Special Education	3	3	0
SUB TOTAL	19,409	19,631	222

Appendix 2 – Employee Sickness Absence

Employee Sickness Absence

Days Lost per FTE 2015/16	FTE*	YTD	YTD Target	Variance
Early Years	248.10	10.48	6.4	4.08
Primary	846.83	5.65	6.4	-0.75
Secondary	772.43	7.14	6.4	0.74
Additional Support for Learning	168.92	8.84	6.4	2.44
Resources	53.03	3.62	6.4	-2.78
Support Services	24.50	4.27	6.4	-2.13
Total	2113.81	6.96	6.4	0.56

Days Lost per FTE 2014/15	FTE*	YTD	YTD Target	Variance
Early Years	255.6	5.8	6.7	-0.9
Primary	806.8	4.0	6.7	-2.7
Secondary	770.6	3.6	6.7	-3.1
Additional Support for Learning	161.5	8.4	6.7	8.4
Resources	45.0	1.4	6.7	1.4
Support Services	27.5	2.6	6.7	2.6
Total	2067	4.2	6.7	4.2

Appendix 3 – Complaints, Compliments and Member Requests

Complaints

Stage 1 Complaints							
	2015/16				**2014/15**		
Service	**Actual**	**% Handled on time**	**Ave days to resolve (target is 5 working days)**		**Actual**	**% Handled on time**	**Ave days to resolve (target is 5 working days)**
HQ	25	80%	5.8		85	74%	5.2
Schools	60	88%	3.2		8	75%	3.9

Stage 2 Complaints							
	2015/16				**2014/15**		
Service	**Actual**	**% Handled on time**	**Ave days to resolve (target is 20 working days)**		**Actual**	**% Handled on time**	**Ave days to resolve (target is 20 working days)**
HQ	14	86%	20		13	85%	15.4
Schools	15	73%	19		0	n/a	6

Member Requests

Summary			
Councillor Stage 1 requests = 5 working days to resolve (for non-complex issues)			
	% closed on time	**Total Average no. of days to resolve**	**Target (actual) working days**
Education and Youth Employment	95%	**3.3**	5
Councillor Stage 2 requests = 20 working days to resolve (for complex issues)			
	% closed on time	**Total Average no. of days to resolve**	**Target (actual) working days**
Education and Youth Employment	n/a	n/a	20
MP/MSP/MEP requests = 10 working days to resolve			
	% closed on time	**Total Average no. of days**	**Target (actual) working days**
Education and Youth Employment	100%	**5.8**	10

Compliments

Directorate	No. of compliments 1 October 2015 -31 March 2016
Education and Youth Employment	1

Appendix 4

Economy and Communities

Year End Performance Review 2015/16

For more information contact:
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Focus. Passion. Inspiration.

North Ayrshire Council
Comhairle Siorrachd Àir a Tuath

Contents

Welcome

Economy and Communities inspires, supports and works together with businesses, people and places to make North Ayrshire "the Place to Be." Our role within North Ayrshire is in creating the environment for and enabling economic growth, including inclusive growth, and community activity. We are working to create a growing, innovative, smart, more productive and inclusive economy. Our priorities for 2015/16 included the Ayrshire Growth Deal, the refresh of the North Ayrshire Economic Development and Regeneration Strategy, the roll-out of Employability Hubs and the skills pipeline as well as our Social Enterprise Strategy.

We are progressing with community through the creation of Locality Partnerships and The Consultation Institute recognised the Locality Partnership Consultation with a major national award. Our communities now have opportunities to be equal partners in identifying local priorities.

Finally the North Ayrshire tourism team is now in place and we are focused on promoting our maritime, coastline, leisure and heritage which have the potential to be developed into world class opportunities for the benefit of residents and visitors.

We're excited by the progress we've made on key priorities and very much looking forward to working with our partners in business, communities and across the Council to deliver these.

Karen Yeomans
Executive Director

Updates on actions from last meeting

Economy and Communities has made significant progress in this area resulting in a detailed outline of our Strategic Outcomes and Service Priorities all aligned to the Council Plan. Last year's Directorate Plan focused on corporate priorities 1 ***Growing our economy, increasing employment and regenerating towns*** and 2 ***Working together to develop stronger communities.***

Throughout the course of the year our improved thematic focus has provided a more integrated and better defined approach informed by our partnership working. (They can be found on page 6.)

This forms the solid foundation of our Directorate Plan with three clearly defined Strategic Outcomes. The next steps are to ensure they are effectively communicated to our workforce so they are visible and understood.

The identification of our priorities has enabled us to efficiently audit our suite of Performance Indicators, ensuring they are robust and relevant to our goals.

COMMUNITIES

- North Ayrshire is one of the fastest growing of the DofE cohorts in Scotland with 103 Bronze, 32 Silver and 25 Gold awards. The annual award presentation attracted a record 424 attendees.
- North Ayrshire Athletics Club was named Impact Club of the Year at the Scottish Athletics Annual Awards.
- The Mind Your Health Consultation was developed by our MSYPs after discussions at Joint Cabinet regarding mental health support for young people in secondary schools. It ran for 4 months with 403 responses. The results were presented to the CPP SMT. The next stage will see the development of Mental Health Peer Mentors and a toolkit, actions which have been endorsed and supported by the CPP.
- Unemployment has fallen with the numbers claiming main out of work benefits reducing from 9.7% to 9.2%.

PLACES

- The Scottish Government's Public Wireless Programme has awarded NAC £48,000 for wifi installation in libraries, council and community facilities, including the Redburn Travellers' site.
- Saltcoats Town Hall was re-opened by the First Minister Nicola Sturgeon on 14th March 2016. Wedding packages have been developed and the first bookings are being made.
- The Arran Outdoor Education Centre has been awarded a 5 star rating for activity accommodation by Visit Scotland and is now an SQA Approved Delivery Centre status for SQA approved courses. Plans are in place for the first residential training programme for MA employees across the Council.
- The Quarry Road proposals have attracted £1M Scottish Government Capital Regeneration funding.
- Approvals have been secured for £5M of ESF.
- £1.43M Scottish Government Vacant and Derelict Land Funding for expenditure in 2016/17 has been secured and additional allocation in financial settlement period to 2019/20.

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PARTNERSHIPS

- A Team North Ayrshire Business Conference was successfully delivered with approximately 200 representatives of local companies taking part.
- Scottish Government has commissioned North Ayrshire to deliver the Scottish roll-out of Appiness, a digital skills programme for early years in libraries and winner of the UK Libraries Change Lives Award.

PROCESSES

- The Locality Planning process for co-designing the governance of locality partnerships won the Consultation Institute National Best Practice Award.
- The Food Standards Agency Scotland has successfully audited the Council's arrangements for the management of food premises inspections, enforcement activities and implementation of the Food Hygiene Information Scheme. Several areas of good practice were highlighted during the audit.

PEOPLE

- The 2015 Employee Engagement Survey results identified the Economy and Communities Directorate respondents as the most positively engaged with an Engagement level of 77.3%.

Areas for Further Development

In our mid-year self-assessment review, however, we agreed the new Directorate needed more cohesive approach to support its development and a clearer focus on outcomes. This approach is set out in the diagram on page 6.

The Transformation Projects are currently being undertaken by Economy and Communities and form the basis of our areas for further development. More details on these can be found on page 21.

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Economy and Communities Directorate
To be the best at what we do in Scotland

Strategic Outcomes 2016-19

Healthy, Working Communities
Support 4000 jobless people with opportunities, training, education and support towards work.

Vibrant Places
North Ayrshire is the place for families to live, visitors to enjoy and business to invest.

Growing Business
Support new and growing business to create 1000 new jobs by April 2019

Service Priorities 2016-2019

Ayrshire Growth Deal

- Governance
- Business Case
- Projects:
  - Life sciences
  - Coastal Corridor
  - Connecting communities for growth

Locality Planning

- Developing & Supporting Locality Partnerships
- Community Engagement & Participation
- Building Community Capacity & Leadership
- Healthy & Engaged Communities

Inclusive Growth

- Diagnostic Tool
- 250 Council Apprentices
- Social Economy Development
- Employability Hub roll out
- Employability Service support
- Co-hub development as part of AGD

Service Transformation

- Tourism development
- Team North Ayrshire
- Cultural, leisure and sports development
- Regeneration (post URC)
- Childcare information

Best in Class – the 2020 challenge

- Benchmarking results
- National indicators
- Awards

Essential Ingredients

- Staffing
- Leadership
- Financial Management
- Customer Consultation
- Stakeholder Engagement
- Communication
- External Funding

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Ayrshire Growth Deal

Work continued to progress across the Ayrshire partnership in developing a Regional Deal with Scottish and UK government. A prospectus setting out the region's ambition was submitted to both governments and work is now underway to develop the Strategic Business Case for submission by June.

The service has been very influential in driving the discussions and shaping the content of the proposals. Officers are leading discussions on regional projects including employability and co hubs projects.

Locality Planning

The proposals for Locality Partnerships and their governance, along with reform of Community Councils were approved by the Council in March 2016. The Chairs of the Locality Partnerships, Senior Lead Officers from each of the core CPP member organisations and a Lead Connected Communities Officer and Support Officer from Connected Communities have been identified. A new CPP website and an engagement and consultation portal are being developed. This work has been followed by Scottish Government and other local authorities in relation to ongoing national policy developments.

Figure 1: Not a "white elephant" - Our first participatory budgeting event is practical evidence of the shift in where decisions are made.

The first of six pilot Participatory Budgeting events in Kilwinning in March 2016 attracted 52 community groups' applications for a share of £12,000 of CPP investment in local projects – similar to the TV series "Dragon's Den". Projects included everything from children's activities to a community cinema. The funding decisions were made by popular vote on the day and attracted Scottish Government and Big Lottery attention.

Young People and Democracy

The Youth Services team, with their excellent reputation for engagement, participation and citizenship, has been focusing on the promotion of registering to vote for first time voters, using a variety of formats, including two community based hustings, attended by over a 100 young people. North Ayrshire has recorded one of the highest numbers in Scotland for First Time voter registrations, as a result of the 'your vote your voice' workshops taking place in all secondary schools. 297 young people participated in the programme delivered by Youth Services staff across the area.

Inclusive Growth

Inclusive Growth is 1 of 4 national priorities for the Scottish Government's Economic Strategy and a clear focus within our new EDR strategy as approved at the EDR board meeting in March 2016.

The Council have agreed to work with Scottish Government on 1 of 5 pilots to test and develop an Inclusive Growth diagnostic tool. The pilot will assess and identify the barriers to shared growth on a North Ayrshire and locality level. This will identify priorities to be addressed that can bring about long term sustainable transformational change within some of our poorest communities. The results have the capacity to inform our future plans and priorities across the community planning partnership, with a focus on inequalities driving the development of locality plans.

The service is continuing to roll out and implement our employability programme. ESF funding is now confirmed, although the claims information system is not fully operational and some elements of risks remain until this is fully implemented. By way of an example one of our most recent programmes Skills for Life, which provides training and work experience over a 26 week period, had by the last week of the programme supported 15 of the 24 people who had started the programme to secure a job, and a further 2 had gone to HE/FE. The team will keep supporting those not in employment as yet. In addition, there was a 90% completion rate of all SQA units offered over the 26 weeks. These results are transforming lives and making a difference.

The Service agreed a 3 year target to provide 250 MA opportunities within the Council following the review carried out in 2015 and approved by Cabinet. Increases in MA salaries took effect in December and was greatly welcomed by apprentices in post. A briefing was held for members and good discussion on the importance and value of the Council providing these opportunities took place. The service led the development of a new financial inclusion strategy on behalf of CPP and in preparation for a funding bid for EST and Big Lottery funding.

Service Transformation

The Townhouse and Portal in Irvine is on schedule and the Topping Out celebration was held on 2nd March 2016. The development of heritage material and cultural programmes is continuing and the ongoing increase in participation in sports and physical activity in KA Leisure facilities will be enhanced by the new sports facilities (physical activity participation has increased by 35% since 2011).

Team North Ayrshire continues to progress with good work continuing with the 230 account managed businesses that we work with as well as our delivery partners.

Figure 2: The Provost with the beautifully restored Townhouse weathervane

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Business Gateway services were brought in house in October 2015. The priority has been to get the contract operationalised as soon as possible and whilst performance is likely to be affected in the early stages, we would expect that with the decision to bring the contract in house and through the wider integration within Team North Ayrshire and local presence that performance will improve significantly.

A scheme of delegation was approved which resulted in a restructuring of parts of Economic Growth services. This starts the work required to transform the delivery of regeneration services.

The Employability Hub at Stevenston Library is operational with approximately 20 partners providing services from the Hub. A further roll-out of hubs is planned for 2016/17.

Formation of the Arran Economic Group is building on the economic benefits associated with the harbour redevelopment.

The redevelopment of the tourism approach is promoting the coastal and maritime attractions and strengthening partnership with tourism sector. The Economy and Communities Tourism Team was established on 1st April 2016 and is working collaboratively with national agencies, South and East Ayrshire and industry partners to improve the impact of the tourism sector.

Progress is being made by a number of community groups and sports clubs on changing service design and delivery in North Ayrshire, including progressing asset transfers. A notable development is in Fullarton, where £1.2m has been awarded by the Big Lottery for a new health and community hub, as part of a cocktail of funding.

The review of the Library opening hours and implementation of a new library management system are nearing completion.

Best in Class – the 2020 challenge

Team North Ayrshire, which brings all support providers together to increase business competitiveness has gathered momentum and was identified as best practice in Scottish Government's Economic Strategy and was shortlisted for an APSE Award.

Creating and securing community support for the Irvine Vision has continued. Irvine was shortlisted for the Most Improved Town SURF Award and Irvine Harbourside area was a Finalist in the Academy of Urbanism Great Place Award.

Five Modern Apprentices have been working with the Countryside Ranger Service – a national 'first' with the Scottish Countryside Ranger Association.

An award-winning approach to skills development in consultation practices has seen over 120 Council staff and our CPP partners trained as certified practitioners with The Consultation Institute.

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Partnership working with Sportscotland in Largs is seeing the unique development of the Largs Campus, providing world class educational and accessible sports facilities.

Ayrshire Tornadoes basketball club was launched at Dalry PS and North Ayrshire athletics club was nominated for Impact Club of the Year at the Scottish Athletics Annual Awards 2015.

West Kilbride Sports Club, supported by the Council through funding and asset transfer, opened new tennis facilities for the benefit of the community and to develop tennis pathways in the area.

The Youth Services led LGBTI Youth Group received national recognition by being shortlisted for the Scottish LGBTI Awards.

Figure 3: Kieron Achara (Scotland International, Glasgow Rocks Captain and Team GB Olympian) launching Scotland's Club Champion Programme, Dalry Primary School.

Scotland's Children's Commissioner invited NAC to participate in a UNICEF Conference in Tajikistan following the creation of a DVD which supported the UNICEF WASH Conference and charts North Ayrshire's journey from a Children and Young Persons' Rights perspective. Education Scotland will now capture this work in a case study for children's rights training.

Appiness, a programme of learning using apps for pre-school children, is the winner of the Chartered Institute of Library and Information Professional's UK Libraries Change Lives Award 2015.

The Trading Standards Team have introduced a 'Find a Builder' web page to assist residents in North Ayrshire to find suitably qualified people to do work on their homes and lessen the risk of them being left vulnerable to cold callers and bogus workmen carrying out the work.

The Trading Standards Team coordinated a highly successful event in a local night club highlighting the dangers of NPS (legal highs). This initiative is thought to be the first of its kind in Scotland and has received positive feedback from throughout the UK.

The Building Standards Team processed applications for construction projects valued at over £131 million. This is an increase on last year and may indicate increased confidence in the construction sector in North Ayrshire.

The Trading Standards team have had success in various campaigns such as the Call Blocker and Mail Marshal initiatives to help protect vulnerable members of our community.

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Launched on 18th March, the Dog Warden Service Facebook page is proving very popular and effective. Designed to help reunite stray dogs with their owners as well as publicise areas such as the legal requirement to have dogs microchipped it boasts a strong following of 718 on Social Media (search for "Dog Warden Service, North Ayrshire Council").

The timetable for the production of the Local Development Plan is now in place and, in the last quarter, the evidence gathering is getting under way with the call for sites and stakeholder briefings taking place.

Essential Ingredients

The Employee Engagement Forum has developed a suggestions scheme and overseen the installation of two LED screens for news and performance information.

A cross-Directorate team of 10 have completed Lean Six Sigma training.

The second round of Directorate Away Days took place at the beginning of February and the third round is planned for later in the year.

Figure 4: "There has to be a better way..." Analysing the process at LSS training.

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During the Directorate Away Days staff were asked to describe the Economy and Communities Directorate in a single word. The results are shown below:

Growing our economy, increasing employment and regenerating towns

The Council has assisted 388 businesses through its Economic Growth services in 2015/16 and this was an increase on the figure of 237 in 2014/15. The investment in our Team North Ayrshire model of service delivery is delivering benefits to more local businesses. As our business support activity has developed, its impact on jobs created through these interventions has increased with year on year increases as follows:

- 2013/14 - 250 jobs
- 2014/15 - 269 jobs
- 2015/16 - 350 jobs

A total of £4.9m of external funding has been generated from across EU, Scottish Government and national agencies to support in the main employability, transport and Active Travel projects.

In 2015/16, 428 unemployed people have been supported into work as a result of assistance from Council programmes including the Council's Modern Apprenticeship programme, Skills for Life programme, employer recruitment incentives, the new Employability Hub at Stevenston and other sector based initiatives. Good progress has now been made in reducing unemployment among young people and North Ayrshire now has a much reduced concentration of unemployment in the 16 – 24 year age group.

However, it should be noted that growth in the economy has stalled nationally and locally with reductions in unemployment slowing down and this will have an impact on increasing demand for some services and the scale of impact that local interventions can have addressing issues of a global and national nature.

Performance for Protective Services activities continue to perform well with targets exceeded for complaint handling and businesses broadly compliant with food hygiene legislation. Targets for Trading Standards inspections visits have been met. Our Planning service continues to perform at top level with at least 8 measures either as top or joint performing authority in Scotland.

There was a requirement to re-think some of our performance indicators and measures for Economic Growth activity to ensure we have effective measures and targets to assess performance as well as to monitor the wider economic impact of what we do. These new measures will be reported from 2016/17 onwards.

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Working together to develop stronger communities

Performance across our key activities and outcomes continues to be of a very high quality. National awards and best practice have been acknowledged in many services, and in particular, the number of positive engagements with our young people and with residents interested in locality planning has been very high. Thus, the number of young people engaged in citizenship activity, the number of local plans and the number of community asset transfers continue to increase.

An increased focus on inequalities continues to shape our focus, with overall numbers of engagements reducing in some geographic communities and in some communities of interest. For example direct delivery of some adult learning has reduced to allow greater investment of available resources in closing the inequalities gap.

In addition, our relationship with the Third Sector Interface continues to develop, with the Interface increasing their delivery of support to the community and voluntary sector and undertaking a wide range of training e.g. grants, data protection and organisational governance arrangements.

Directorate Plan

The table below demonstrates a high level view of the progress made towards our Directorate Plan 2015/18 priorities.

Performance Information						
Directorate Plan Priority 1	No of Indicators	✅	⚠️	🔴	📈	❓
A growing and prosperous economy that hosts leading companies in our key sectors and where there is the best business support in Scotland	9	5	0	0	2	2
North Ayrshire is recognised as an entrepreneurial hotspot where start ups and small businesses flourish	**3**					**3**
Unemployment levels are at an all-time low and the economic disparity between our communities has been reduced	2					2
Our towns are more vibrant with a wider choice of quality retail, leisure and housing	2		1			1

Directorate Plan Priority 2	No of Indicators	✅	⚠️	🔴	📈	❓
A North Ayrshire where more people are confident, skilled and active members of their community	6	5	0	1*	0	0
Communities where expanded and more diverse participation in local decision making is celebrated	2	2				
Neighbourhood areas where a widely shared vision of local priorities and tangible progress towards goals is sector leading across CPPs.	1	1				
More productive networks and relationships which are support communities to reduce exclusion and inequalities and increase resilience.	1	1				
Places which communities are proud of and people want to visit.	3	1				2

This indicator includes the number of participants accessing Connected Communities youth programmes – work with children. The children's department of Information and Culture is being restructured resulting in fewer engagements being made.

LGBF Indicators - Priorities

We continue to perform well across all of our LGBF PIs and participate in the benchmarking Family Groups. The LGBF PIs are published annually on the Council website.

Council Plan Indicators

Council Plan	No of Indicators	✅	⚠️	🔴	📈	❓
Growing our economy, increasing employment and regenerating towns	10	1	1	0	2	6
Working together to develop stronger communities	7	5		1**		1
Ensuring people have the right skills for learning, life and work	1	1				
Supporting all of our people to stay safe, healthy and active	1	1				
Protecting and enhancing the environment for future generations	0					

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__The Third Sector interface now have taken greater responsibility for providing support to the community and voluntary sector and have undertaken a wide range of training previously offered by Economy and Communities e.g. around grants, Data Protection and governance arrangements. Secondly, our staffing complement was reduced by 4.5 FTE, and at the same time more staffing emphasis is being placed on community engagement and locality planning.

Of the PIs within the Directorate Plan and Council Plan showing a [?] status, seven are subject to a time delay as they depend on external organisations such as the ONS processing and providing data, particularly in regard to business and employability statistics. Examples include the number of new businesses per 10,000 working age population and the employment rate.

Where this is the case Economy and Communities have a range of PIs that we measure at operational level. This allows us to manage our progress effectively and includes:

- Number of jobs created (350)
- Number of unemployed people supported into work (including via the Council's Modern Apprenticeship programme, Skills for Life, Employability Hubs and other sector based initiatives) (428)
- Numbers of businesses supported (388)
- Number of Team North Ayrshire interventions (over 500 since January 2015)
- Number of Scottish Enterprise account managed businesses (a 27% increase since January 2015).
- Number of businesses referred for Scottish Enterprise Innovation Product Support (over 80 since January 2015).

An overview of our progress can be found on page 13. A review of our performance indicators was undertaken for the refresh of the Directorate Plan. A new suite of indicators that more effectively measure our performance was developed and will be reported from 2016/17.

Financial Performance

This section contains the narrative on the Economy and Communities Directorate's financial performance. A detailed breakdown can be found in Appendix 1 – Financial Performance.

Revenue

The Services' revenue budget report as at 31 March 2016 reported an underspend to Cabinet of £0.162m for Economy and Communities. The main reasons for the underspend are:

Economic Development
- £0.401m due to delays in European Social Funding (ESF) grant award notification.
- Employee Costs - £0.261m of underspends are a result of vacancies within Planning and Protective Services.
- Planning Application fees - £0.101m additional income due to several major applications submitted

Connected Communities
- Employee Costs - overspend of £0.102m mainly due to redundancy costs.
- Property Costs - overspend of £0.110m mainly due to additional security at Eglinton Park

Capital

Regeneration
There are two significant elements which contribute to the net carryforward :

1. The Irvine Enterprise Area Project has a yearend underspend of £0.182m.
2. The Montgomerie Park Masterplan has a yearend overspend of £0.551 for which budget will be brought forward from 16/17. This overspend in expenditure has been offset by additional income from land sale being received.

Planning
The main element of the underspend for Strategic Planning & Infrastructure is the Access Paths Network Programme (£0.304m). The budget will be carried forward to 16/17.

Information and Culture
The underspend on Information and Culture is mainly made up of an underspend on the Community Development Fund (£0.251m) and an underspend on Castles and Historic Monuments (£0.148m). Budgets for both of these will be carried forward to 16/17.

Employees

Employee Sickness Data

Information on Employee Sickness Data can be found in Appendix 2 – Employee Sickness Absence.

Within the Directorate sickness absence has peaked with some long term cases being resolved through early retirement on health grounds/VER over the last six months. Active Schools, Information and Culture's Children and Families Service and Libraries have recently been through service reviews and a number of staff have left the Council through voluntary redundancy. A number of staff are being supported by the Occupational Health Service and a couple have since returned to work. The monthly meetings with HR to get support for the Maximising Attendance process are helpful.

Other Employee Information

The Employee Engagement Survey was conducted in November / December with analysis completed at the end of February. Very useful information was gained and we are currently working with our teams to feed back the information and work with employees to develop a Directorate action plan as well as working with other Directorates to produce a Council-wide action plan.

As we can segment the data, the information gathered on communications throughout the Directorate is being used to inform our draft communications plan and identify priority areas.

Two Directorate Away Days took place in February this year focussing on the draft Directorate Priorities with emphasis on the Ayrshire Growth Deal, Locality Planning and Inclusive Growth. The workshop on Locality Planning was particularly effective - some members of staff who had initially thought it didn't affect them then realised how they could contribute and suggested numerous ways to add value. The feedback from the event will inform the approach to the Away Days scheduled for later in the year.

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Compliments and Complaints Performance

Complaints

Economy and Communities received 33 complaints during 2015/16, of which 11 were stage 2 complaints. This is a 22% increase on the previous year. The percentage of complaints handled on time decreased from 89% in 2014/15 to 86% for Stage 1 complaints but increased from 87% to 91% for Stage 2 Complaints.

Data on complaints performance is attached in Appendix 3 – Complaints.

Compliments

Economy and Communities have received a range of compliments during 2015/16 for areas including service quality, fundraising activities, keeping appointments and partnerships.

Overwhelmingly the compliments relate to the professionalism and pride our excellent teams take in their day to day work. Some extracts are below:

> *"Re: Saltcoats Library Macmillan Cancer Information and Support Service: As you are aware the above project comes to an end tomorrow, 29th of January. I would like to take this opportunity to thank you for all your hard work, help and support over the past 5 years to embed the project and make it the success it is. The Library staff have all been amazing in supporting myself and the volunteers throughout the years and have made everyone feel welcome and part of the team."*

The following was noted following a phone call.

> *"She wished to thank the pest control service for the fabulous job they did for her recently re treatment of rats. The lovely girl she spoke to on the Friday explained the procedure and how she should expect a phone call to arrange visit/access on the Monday morning. PCO was wonderful, phone calls were received as when we said they would be, appointment times were kept.   Arrangement of the follow up visit was excellent and to suit the client. PCO was very polite while carrying out the work, even when having to crawl through the attic. Excellent value for money."*

Perhaps what is particularly noteworthy is the impact our staff can have while thinking of others.

"I've written to your department on several occasions, complimenting staff at Ardrossan Library. …I was a bit down the other week, I went to the library and was pleased to be told there was a book I might like. Needless to say that cheered me up to think someone was thinking of me. Your staff are very kind and thoughtful. I cannot praise them highly enough. I'm not surprised the Ardrossan Library is busy, there's always a welcome smile and great atmosphere."

The Greenwood Conference Centre featured regularly:

"…Having worked in many venues all over Scotland I have never experienced such mannerly and proactive staff - The team could not do enough to help us and are professional and thorough in every aspect. All the office staff and Caroline were of great help to us and the catering staff (sorry don't know names) were also tremendous. All in all you have a fabulous team who are welcoming and so positive, taking pride in the facilities and the events held there. It was an absolute pleasure to use the centre and we look forward to doing so in future, thanks again."

As a directorate we also have the opportunity to use our knowledge of the past to unite people in the future:

"Many, many thanks for this lookup for me. It now allows me to find living family descending from (the) Love family. This information has cleared the way for not only me but other researchers of Agnes Porter/ Michael Love to move ahead with confidence given the valuable information contained in this PR application. Your help is so appreciated."

Transformation Projects

Growing our Economy

Updates on our transformation projects were presented to the Chief Executive and Executive Director of Finance in early April.

Ayrshire Growth Deal

The Ayrshire Growth Deal prospectus sets out a number of themes which are shaping the bid and these are the focus for up to 30 projects which are now being worked on by officers within Economy and Communities and colleagues across the Council.

Additional Information is provided on page 7.

Inclusive Growth

Information is provided on page 8.

Locality Planning and Community Empowerment

Scottish Government has been briefed and a meeting will take place to discuss Community Planning legislation within the Community Empowerment Act with Scottish Government in April 2016. Locality Partnerships will begin in September 2016. CLD Strategic Learning Plans are currently being further developed within the Locality Plans and joint planning with the Health and Social Care Partnership Locality Forums is on track.

Further asset transfer progress will come to Cabinet in May 2016.

Additional information is provided on page 7.

Team North Ayrshire

Progress will be reported to Cabinet in May seeking approval for early stage growth, innovation and internationalisation proposals. Further work is taking place across the partnership and will be reported back through the EDR Board. We are at the early stages of developing our inward investment offer.

Redevelop Tourism Approach

Collaboration mechanisms and projects have been agreed with South and East Ayrshire Councils and support has been agreed for the development of an industry organisation. A North Ayrshire Tourism Action Plan is being developed.

As part of the Ayrshire Growth Deal, a marine and coastal tourism and infrastructure proposal has been developed, with a further "Coastal Corridor" workstream also being explored.

The AAM Scottish Ladies Open Golf and the Men's Scottish Open have been secured for Dundonald Links. A new Events Forum has been created to raise the profile and attractiveness of North Ayrshire for national and international events.

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Additional information is provided on page 9.

Delivery of Connected Communities Services

Services under review have been scoped and an options appraisal has been drafted in preparation for a Cabinet paper in May.

Active Communities Strategy

Proposals to progress the Active Communities Strategy will come to the SMT of the CPP in June, and will embed the activity within the CPP through joint leadership by North Ayrshire Council, KA Leisure and the HSCP. The high level themes will be Health and Wellbeing and Sport and Education.

Re-shaping the regeneration approach

Recruitment of two regeneration managers to support the delivery of the current workload is currently underway. Consultancy work has been commissioned to identify suitable vehicles that could support regeneration.

External Evaluations

Protective Services

The Council's arrangements for the management of food premises inspections, enforcement activities and implementation of the Food Hygiene Information Scheme were audited by Food Standards Scotland in November 2015. The audit report was very positive and highlighted several areas of good practice. For example in response to one of the Council's Environmental Health Officers researching and publishing an online list of approved disinfectants which is now a recognised source of reference, the report states that:

> *"This is a rare example of an Enforcement Officer making efforts to share valuable information both with his immediate colleagues and the much larger UK enforcement community and Food Business operators. The local authority are to be commended for giving the Officer the time to maintain the site and update it with new products that come to the attention of the enforcement community".*

There were no recommendations for the Council to address and therefore the audit is closed.

Within 2015/16 most of the Services within Economy and Communities closed all of their stage one requests on time. For stage one requests 90 of the 98 received were closed on or below target. Looking at the average number of days to resolve, only one team exceeded 5 days with an average of 5.5 days to resolve.

The directorate received 1 stage two request which was closed on time. There were 7 MP/MSP/MEP requests, all of these were closed on time and significantly under the target of 10 days with an average resolution time of 2 days.

The first yearly comparison will be possible when 2016/17 ends as the process for capturing and recording Elected Member requests was enhanced in 2014 and it is therefore not possible to compare 2015/16 data with 2014/15 data.

Data on performance is attached in Appendix 4 – MSP and Member Requests.

Appendix 1 – Financial Performance

Revenue Expenditure

	Annual Budget £000	Final Year End Outturn £000	Annual Variance Adverse or (Favourable) £000
Management	21	-	(21)
Economic Growth			
Planning & Protective Services	3,683	3,255	(428)
Economic Development	8,960	9,031	71
Connected Communities	22,953	23,169	216
Total	35,617	35,455	(162)

Capital Expenditure

	Annual Budget £000	Final Year End Outturn £000	Net Carry Forward £000
Regeneration	5,607	5,793	186
Strategic Planning & Infrastructure	2,236	1,930	(306)
Sports & Activity	10,510	10,529	19
Info & Culture	814	402	(412)
Total	19,167	18,654	(513)

For an explanation of these figures please refer to page 17.

Appendix 2 – Employee Sickness Absence

Economy & Communities Employee Sickness Absence 2015/16										
	As at 31st March 2016					As at 31st March 2015				
Days lost per FTE	FTE*	YTD	YTD target	Variance	Cost (£)	FTE**	YTD	YTD target	Variance	Cost (£)
Arran Outdoor Centre	10.08	14.06	6.60	7.46		11.1	5.6	9.4	-3.8	
Business Support & Development	13.00	5.62	6.60	-0.98		12.0	4.4	9.4	-5.0	
Community Development	49.35	11.65	6.60	5.05		51.9	8.2	9.4	-1.2	
Community Facilities	43.95	9.96	6.60	3.36		42.7	12.9	9.4	3.5	
Eglinton Park	9.50	0.00	6.60	-6.60		8.5	0.0	9.4	-9.4	
Employability and Skills***	13.74	12.75	6.60	6.15		152.9	3.4	9.4	-6.0	
Information and Culture	81.46	10.88	6.60	4.28		94.9	8.4	9.4	-1.0	
Planning	17.43	4.08	6.60	-2.52		19.4	1.8	9.4	-7.6	
Protective Services	35.10	1.16	6.60	-5.44		32.6	5.3	9.4	-4.1	
Regeneration	7.60	29.84	6.60	23.24		8.6	21.8	9.4	12.4	
Economy and Communities	**281.21**	**8.84**	**6.60**	**2.24**	**£156,221**	**434.6**	**6.6**	**9.4**	**-2.8**	**£207,513**

*FTE as at end of March 2016

**FTE as at end of March 2015

***Employability and Skills figures contain all the Modern Apprentices employed across the council.

Stage 1 Complaints 2015/16 (YTD)						
	31 March 2016 (YTD)			31 March 2015 (YTD)		
Service	Actual	% handled on time	Average days to complete (target: 5 working days)	Actual	% handled on time	Average days to complete (target: 5 working days)
Community Facilities	4	50%	9	6	83%	4.7
Community Learning & Development	1	0%	19	1	100%	5
Information and Culture (Libraries)	0	n/a	n/a	4	75%	5
Planning	6	100%	2.5	1	100%	1
Protective Services	10	100%	3	7	100%	2.4
Sports & Activity	1	0%	7	n/a	n/a	n/a
Economy and Communities Directorate	22	86%	-	19	89%	-

Stage 2 Complaints 2015/16 (YTD)						
	31 March 2016 (YTD)			31 March 2015 (YTD)		
Service	Actual	% handled on time	Average days to complete (target: 5 working days)	Actual	% handled on time	Average days to complete (target: 5 working days)
Community Facilities	1	100%	10	0	n/a	n/a
Community Learning & Development	1	100%	4	1	100%	5
Information and Culture (Libraries)	0	n/a	n/a	1	100%	20
Planning	6	83%	8	4	75%	16
Protective Services	3	100%	14	2	100%	16.5
Sports & Activity	0	n/a	n/a	0	n/a	n/a
Economy and Communities Directorate	11	91%	-	8	87%	-

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Member Requests

Department	Stage 1s						Stage 2s					
	No. of requests closed	No. closed on time	% closed on time	% closed on time for Directorate	Avg no. of days to resolve	Total avg no. of days to resolve for Directorate	No. of requests closed	No. closed on time	% closed on time	% closed on time for Directorate	Avg no. of days to resolve	Total avg no. of days to resolve for Directorate
Business Development	3	3	100%		3.6		n/a	n/a	n/a		n/a	
Community Halls and Centres	6	3	50%		5.5		n/a	n/a	n/a		n/a	
Community Learning and Development	3	2	67%		3.6		n/a	n/a	n/a		n/a	
Employability and Skills	1	1	100%	92%	4	2.7	n/a	n/a	n/a	100%	n/a	17
Libraries	2	2	100%		4.5		1	1	100%		17	
Planning	30	30	100%		1.8		n/a	n/a	n/a		n/a	
Protective Services	47	43	91%		2.7		n/a	n/a	n/a		n/a	
Regeneration	3	3	100%		2.3		n/a	n/a	n/a		n/a	
Strategic Planning and Infrastructure	3	3	100%		2.3		n/a	n/a	n/a		n/a	

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MSP/MP/MEP Requests

Department	No. of requests handled	No. close on time	% closed on time	% closed on time for Directorate	Average no. of days to resolve	Total Average no. of days to resolve for Directorate
Chief Executive Service	6	6	100%	100%	6.2	6.2
Business Development	2	2	100%		1	
Community Learning and Development	1	1	100%	100%	5	2
Employability and Skills	1	1	100%		1	
Protective Services	3	3	100%		2	

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Appendix 5
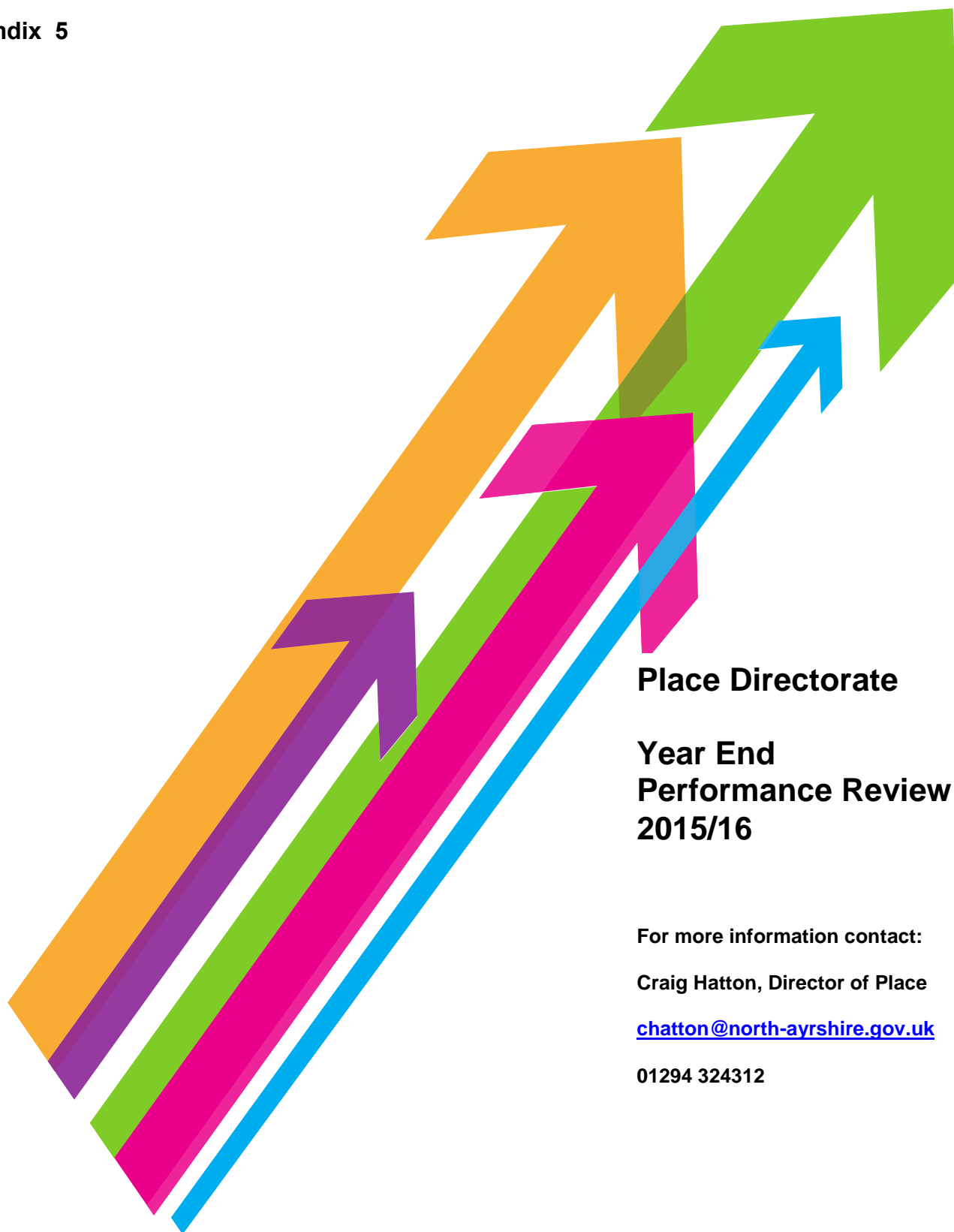
Place Directorate

**Year End
Performance Review
2015/16**

For more information contact:

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Focus. Passion. Inspiration.

North Ayrshire Council
Comhairle Siorrachd Àir a Tuath

Contents

Welcome

....

The Council Plan 2015-2020, sets the future direction for the Council and focuses on our journey from Good to Great.

The Directorate of Place brings together all of the physical assets and infrastructure either owned by or the responsibility of the Council into one management area. The services provided are front facing and interact with residents, businesses and visitors to the area on a daily basis. Accordingly the strive for customer service excellence is at the heart of out delivery.

The Services within the Directorate contribute extensively to the health, well-being and prosperity of the area and therefore support the delivery of all of the Council strategic priorities. It has a leading role in the strategic priorities of:

> protecting and enhancing the environment for future generations
> supporting all of our people to stay safe, healthy and active

Along with the enabling area of focus of 'Doing things differently and better' and the actions we will undertake to deliver them.

The Directorate Plan identifies how we will contribute to achieving the Council's vision - **To be a leading organisation defined by excellent and innovative services.** The plan also outlines our key priorities for the next three years and how we will support our people to deliver on these.

Update on actions from last meeting

Action	Progress
End to end journey – Housing-PMI-Building services. Share learning across council	A HRA Repairs Improvement Group is now in place to improve the repairs processes and performance management between Housing, PMI and Building Services.
Identify one page capital case studies including those on engagement	PMI now routinely prepare case studies for each major Capital project.
Capture and Share engagement methods with other Directorates and liaise with Adult Learning regarding involvement in Well Being events	Well-being Wednesdays were discussed and shared at an ECMT meeting as part of discussions around innovative approaches to absence management within Place. To capture and share engagement methods we are developing a Communication and Engagement framework, that sets down our current practices to ensure consistency throughout the Directorate and improve our engagement levels e.g. > Engagement survey improvement plan > Staff briefings > Recognition event > Long service event

Highlights

Major highlights within the Directorate during 2015/16 include:-

Award successes achieved across the Directorate were received from an array of bodies including APSE, Cost Sector Catering Awards, Scottish Home Awards, MJ Local Government Achievement Awards, Ayrshire Chamber of Commerce, SkillBuild, The Herald Society Awards, Elderly Accommodation Counsel National Housing for Older People Awards, Scottish Property Awards, GO Awards Scotland and our internal award scheme North Ayrshire Achieves:

- Winner - 12
- First place - 1
- Silver award winner - 1
- Second place - 1
- Finalist - 13
- Runner-up - 3
- Highly commended – 1
- Bronze award winner – 2

People

- Tenant participation gold accreditation.
- Developed Anti-social Behaviour and Violence Against Woman strategies.
- Introduced Well-being Wednesdays.
- Facilitated Tenants Fun Day and held a Housing staff conference.
- Further developed the staff suggestion scheme.
- Improved sickness absence.
- Our Modern Apprentice and Back to Work schemes within FM.
- Housing Services were reassessed against the Investors in People framework and retained Gold Accreditation in May 2015.
- The majority of the services provided are amongst the very best in Scotland and in terms of Housing, Waste Management, Facilities Management (Catering) and Streetscene are considered sector leading.
- In August 2015, Building Services retained seven craft apprentices as permanent trade operatives and also recruited one electrical apprentice to work within the street lighting maintenance programme which we recently brought in house.
- Reduced the number of complaints at both stages 1 and 2.

Communities

- We have successfully responded to national initiatives and guidance such as Welfare Reform, Free School Meals and the Management of Capital Projects.
- Successful introduction of out of school meals.
- In 2015/16 we have successfully led the re settlement of six Afghan families within the area and through the Syrian resettlement programme welcomed four families into North Ayrshire.
- Increase in Community Litter Picking initiatives, with local groups, schools and businesses, including the Ayrshire Litter Volunteer Network (ALVN).
- Building Services craft apprentice projects
- Provision of furniture through partnership with Cunninghame Furniture Recycling Company to communities
- Ongoing work with Brodick Improvement Committee in replenishing Brodick beach and dealing with coastal erosion.

Places

- Integration of Roads & Streetscene services.
- Delivery of Asset Management Plans.
- Introduction of sustainable travel through the provision of low emission and electric vehicles for staff.
- Completion of solar photovoltaic panels and biomass installations.
- Exceeded the Scottish Government target of 50% for household waste recycling, being one of nine Councils to meet the target ahead of time, the latest 2015 performance records 56.4% of household waste is recycled seeing us 2nd for performance out of 32 local authorities.
- We have made significant progress around sustainability with the implementation of the Council's first Climate Change and Sustainability Strategy
- The new Renewable Energy Strategy (RES) was approved by Cabinet in September 2015.
- The following Capital Projects have been successfully completed:
  - Stevenson Institute Largs – (11 units).
  - Dickson Drive Irvine – (8 units).
  - Kiln Court, Irvine (16 units).
  - Church Street Kilwinning - Environmental Improvements to rear courtyards.
  - St Luke's Primary School - Phase 2.
  - Marine Biology – accommodation block at Millport Marine Biology Station.
  - Irvine Royal Academy - Phase 2.
  - Saltcoats Town Hall.
  - Vennel Gardens.
- The following Capital Projects are on-site
  - Garnock Campus.
  - Largs Campus.
  - Irvine Leisure Centre & Townhouse.
  - Cunninghame House Refurbishment.
  - Montgomery Court, Kilbirnie (24 units).
  - Robert W Service Court, Kilwinning (23 units).
  - Fencedyke, Irvine (35 units).
  - Glencairn House, Stevenston (28 units).
  - Canal Court, Saltcoats (36 units).

Partnerships

- In addition to strong internal partnerships across the Council a number of key external relationships are in place:-
- Business Planning Implementation Group and development with RSL's of the Strategic Housing Investment Plan.
- Through the Clyde Valley Waste Partnership appointed a preferred bidder to provide residual waste treatment facilities to meet the forthcoming ban on disposing waste to landfill.
- Partnership with and funding received from Zero Waste Scotland to deliver improved Household Waste Recycling Centre on Arran.
- Working with the community organisation Eco Savvy on Arran to try and progress further improvements to sustainable waste management.
- Working with SEPA to ensure high standards of practice at out waste management facilities

Processes

> Review of the Roads Service.
> Lean Six Sigma reviews.
> Completed the installation of a new IT system for Building Services.
> The 5 year business plan for Building Services was agreed by Cabinet in June 2015.
> PMI, Building Services and Housing end to end review.
> Scottish Housing Network benchmarking analysis shows that our staffing costs are amongst the lowest of all Scottish local authorities. Our performance is good and in the majority of cases sector leading.

Areas for further development

Through analysis of our 15/16 activity we have identified areas for further development within the Directorate:-

> Continue to reduce customer complaints and to respond to enquiries in a timely manner;
> Improve staff engagement;
> Improve satisfaction within our Roads Service;
> Strengthen the management of our commercial property portfolio; and
> Continue to reduce cost while improving levels of satisfaction.

Our Priorities

Our key priorities for the next three years are:

> Continued development and delivery of the Service Transformation Programme to deliver service improvements and financial savings to meet the reducing public sector budget;
> Delivery of efficient, effective and customer focused services that realise high levels of customer satisfaction and are externally recognised as sector leading;
> Support and develop our staff to continue to deliver high quality services;
> Delivery of the Councils Environmental Sustainability and Climate Change Strategy with particular focus on developing renewable energy solutions;
> Effective management of our assets through the development and implementation of asset management plans;
> Development of a strategic approach to realise income from the commercial operation of Services;
> Continued implementation and further development of the Council's house-building programme to increase the number of new homes;
> Implement the actions of the Roads improvement plan and where appropriate integrate with the Streetscene service;
> Carrying out a wider review of PMI, Housing and Building Services arrangements and Service delivery following the recent restructure of Directorate Services;
> Support the wider work of the Council in the development of locality planning.

Directorate of Place - Priorities for 2015/16 and Performance Indicators

This section provides a summary of progress against the Directorate's identified priorities and Council's priorities for 2015/16.

Protecting and enhancing the environment for future generations

Deliver the Environmental Sustainability & Climate Change Strategy 2014-2017

Significant progress has been made in the implementation of the Environmental Sustainability & Climate Change Strategy (ESCCS). A new Energy & Sustainability Service within the Place Directorate was established in August 2015, to provide a sharper focus to the energy and sustainability agenda by driving forward renewable energy projects, energy efficiency projects, and sustainable behaviour change**.**

During this financial year, we have delivered a range of sustainability actions. These include:

> Completion of solar photovoltaic panel and biomass installations on a total of 21 Council properties.
> Ongoing installation of external wall insulation improvements to housing stock - 626 mixed tenure properties achieved in 2015-16. With a target of 333 mixed tenure properties for 2016-17.
> Implementation of lower emission fleet vehicles for our staff who incur the highest business mileage.
> Implementation of a new low emission vehicle pool car scheme for business travel to reduce carbon emissions and business travel costs.
> Installation of energy efficient street lighting to reduce carbon emissions and energy costs.
> Installation of new energy efficient lighting systems in Council properties.
> Installation of voltage optimisation technology on Council properties to reduce energy consumption.
> Ensured the reuse of landfill gas generated at Shewalton Landfill site by generating electricity for National grid.

> Increase in the uptake of schools with Fairtrade status.
> Various path network improvements.
> Approval of a new Local Biodiversity Action Plan.
> Continuation of the sow to grow initiative.
> CO_2 emissions have reduced from 55,000 in 1415 with a projection to 50,700 in 1516 and we continue to be on target for a 40% reduction by 2030.

A refresh of the ESCCS is underway and is scheduled for completion during 2016-2017.

Deliver the Renewable Energy Management Strategy

The Renewable Energy Strategy (RES) was approved by Cabinet in September 2015. Implementation of all of the project recommendations could reduce carbon emissions by up to 10,000 t/C02 per annum, generate a new revenue stream, as well as deliver other benefits such as affordable warmth, energy security, job creation and community empowerment.

> Nethermains & Shewalton Solar Farms: The projects are anticipated to be viable without subsidy in the medium term and officers are currently developing the non-subsidised options further before confirming a scheduled delivery date.

- Irvine District Heating Scheme: Grant funding of £15k for assistance with developing an investment grade feasibility study was secured from Resource Efficient Scotland. The procurement of the study is scheduled for May 2016.
- Social Housing Solar Panel Retrofit: Work on this project was paused until the outcome of the UK Government's consultation on changes to the Feed-In Tariff subsidy, which underpins this project's feasibility. The consultation outcome was published in December 2015. The business case has been updated and external support has been commissioned to develop proposals for an initial pilot scheme of 500 houses for future consideration by Members.

Develop a delivery plan to increase the Energy Efficiency Standard for Social Housing (EESSH)

- The new EESSH standard replaces the previous energy standard contained within the Scottish Housing Quality Standard (SHQS). A data collection exercise has been undertaken to identify how the energy efficiency of our housing stock compares with the new energy efficiency standard. The information has been analysed and confirms that 93.33% of the stock meets or exceeds the standard. Further work is now being undertaken to develop an improvement plan. This plan will be finalised before end June 2016 and when implemented will ensure that all properties comply with the new standard by 2020.

Implement low energy efficiency street lighting across North Ayrshire

- The LUNAR retro-fit lantern project introduces new LED fixtures to existing columns across North Ayrshire. This includes the annual replacement of deteriorated street lighting assets from both Capital and Revenue budgets. The overall project is on target to reach 69% energy efficient infrastructure by the end of March 2018.

Continue implementation of the Council's Waste Strategy 2012-2016

The Waste Service has continued to implement the Council's Waste Strategy 2012-2016 through the progression of the following actions:

- A scheme of works to improve the household waste recycling centre provision at the existing Brodick Waste Transfer Station supported by Zero Waste Scotland funding. Working with the community organisation Eco Savvy on Arran to progress further improvements to sustainable waste management on Arran, including the preparation of a business case for green waste composting on the island.
- An improvement action plan has been developed for the Commercial Waste Service to identify business growth opportunities. Two dedicated Commercial Waste Officers have now been appointed.
- The WARP-IT (Waste Action Reuse Portal) has been successfully rolled out across Council services. Since the implementation of the portal on Monday 5th October 2015, 178 users have registered to use the portal, resulting in the avoided landfill of 7.6 tonnes of furniture (19 tonnes of carbon dioxide). We continue to promote WARP-IT across the Council and amongst our community partners.
- The service has continued to work closely with Cunninghame Furniture Recycling Company to increase the reuse of bulky household waste and to encourage the provision of paid training placements and employment opportunities in the area. During 2015/16 the project received a total of 1,134 donations within North Ayrshire and made 157 collections which equates to the diversion of 94 tonnes of bulky household waste from landfill. The project has provided 16 training and employment opportunities for the residents of North Ayrshire during this period.

> The service has continued to focus on improving recycling scheme performance through targeted actions in the lowest performing areas to encourage residents to participate in the recycling systems and to reduce contamination. A waste awareness communication campaign called "Right Stuff Right Bin" was launched in November 2015.

> Improvement plans for the Household Waste Recycling Centres have been progressed which includes the completion of the renewal of the compactors at the Bartonholm HWRC. The site layout has also been reviewed to improve reuse and recycling and reduce contamination in the recycling skips.

> The continued development and management of Shewalton Landfill site resulted in the site receiving an "Excellent" rating from SEPA for performance during 2015 under their Compliance Assessment Scheme.

> The service has continued to work with the Clyde Valley Partnership to progress the procurement of a residual waste treatment solution. Viridor Waste Management was successfully appointed as the Preferred Bidder for delivery of the residual waste treatment contract following approval by all 5 partner councils. Viridor's proposal includes the use of part of the council's existing waste transfer station in Irvine to bulk the waste prior to haulage to

Develop an appropriate Waste Strategy for 2017-2022

> The development of the Waste Strategy for 2017-2022 will incorporate actions around the new National Household Recycling Waste Charter and the associated Code of Practice which was developed via COSLA. Work is ongoing with Zero Waste Scotland to assess the financial and operational implications of changing our existing collection system to be compliant with the new charter and code of practice.

Supporting all of our people to stay safe, healthy and active

Ensure services are planned and delivered to mitigate the impact of welfare reform on the HRA Business Plan and local communities

> Regular partnership meetings being held with DWP on emerging issues around the roll-out of Universal Credit.

> A delivery partnership has been agreed with DWP and the Welfare Reform Advice Team (WRAT) is providing digital support and personal budgeting to council tenants.

> Articles on Universal Credit/Welfare Reform issues and where to access advice and support are regularly included in our tenants' newsletter and posted on Housing Services Facebook. WRAT continue to provide advice sessions in the new Employment Hub in Stevenston, Solace Cafe in Ardrossan, Redburn Gypsy Travellers Site and Care and Share Irvine.

> The team continues to be instrumental in minimising the impact of welfare reform on the HRA. The Council continues to perform well above the Scottish average (ARC 14/15 average 5.3%) in relation to gross rent as a percentage of rent due. Rent Arrears have reduced from £1.627K (3.75%) to £1.436K (3.23%) at end of March 2016.

Continue to address North Ayrshire Council's statutory responsibilities under the Flood Risk Management Scotland Act (2009)

› The Ayrshire Local Flood Risk Management Plan led by this Council, is in final draft and has been approved by the Ayrshire Steering Group.

Key milestones and dates:
   › Members approval on the plan – Cabinet in June 2016
   › NAC as lead authority will submit a delivery plan of measures to Scottish Ministers to approve FRM strategies – 22 June 2016

› Cabinet on the 18 August 2015 approved the Upper Garnock Flood Protection Scheme to proceed to the formal notification process. Work continues to resolve the objections arising.

Deliver the 2016-2021 Local Housing Strategy in partnership with key stakeholders

› Work has commenced on the LHS 2016/2021. A project timeline has been drafted and will now remain under constant review.
› The LHS is based on a statutory evidence base referred to as "Housing Needs and Demand Assessment" or HNDA. Work to complete the HNDA is anticipated to conclude Spring 2016.
› Consultation will remain at the heart of the LHS process.

Develop a new housing options approach in line with revised national guidance

› National Guidance was produced by Scottish Government and Local Authority reps in February 2016. The National Guidance was circulated to local authorities for implementation at a local level in February 2016, NAC have completed first revised procedural draft. New Policy to be developed and staff training to be undertaken.

Continue to implement the Strategic Housing Investment Plan (SHIP)

As at March 2016, 253 new units had been completed. A further 59 units will be completed by end of 2016/17.

Completed
› John Galt Crescent, Irvine (4 units)
› Stevenston Court, Largs (11 units)
› Dickson Way, Irvine (6 units)
› Dickson Drive, Irvine (2 units)
› Vennel Gardens, Irvine (16 units)
› Montgomery Avenue, Kilbirnie (16 units)
› Montgomery Avenue, Kilbirnie (5 units)
› Stoneyholm Road, Kilbirnie (3 units)
› Montgomery Court, Kilbirnie (9 units)

In Progress
› Montgomery Court, Kilbirnie (24 units)
› Robert W Service Court, Kilwinning (23 units)
› Fencedyke, Irvine (35 units)
› Glencairn House, Stevenston (28 units)
› Canal Court, Saltcoats (36 units)

Underpinning the delivery of our strategic priorities

Implement the Service Improvement Plan for Streetscene and Roads

> The strategic review of Roads and Streetscene was completed and approved by Cabinet in November 2015. Arising actions are being implemented.

Develop an internal/external growth Strategy for Building Services to complement a 5 year business plan

> The 5 year business plan was agreed by Cabinet in April 2016, key actions identified in the plan include;

> > Improved business processes
> > Enhanced commercial focus
> > Further investment in staff, communication, culture and structure of Building Services
> > Develop plan to secure external work (including capability analysis, branding and marketing plan, market intelligence)
> > Re-baseline staff structure through workforce planning programme and develop an updated resourcing plan that sets out anticipated workforce changes, succession plan and further multi-skilling requirements
> > Strengthen partnership working across the Council and externally to secure additional internal and external works
> > Ensure a sustainable business overhead

A draft Growth Strategy has been completed in line with the key priority actions of the 5 year business plan.

Carry out an options appraisal for Co-ordinated Materials Supply and Stores Provision

> Options appraisal is complete. Recommendation to produce an externally managed materials supply and stores service for Building Services, Roads, Streetscene, Waste and FM (Cleaning and Janitorial) services across the Place Directorate was approved by Cabinet in June 2015. Project Team has been established and initial work has commenced. An invitation to tender was published in March 2016, tenders were received on 18th April 2016 and the evaluation process is currently underway.

Rationalise the number and associated running costs of property assets

PMI engages with key stakeholders in supporting the Locality Vision for the Council. The improved utilisation of council assets is at the core of the approach to all projects being delivered by the Council to improve service delivery and increase staff productivity.

The locality/hub approach to neighbourhood remodelling by the Strategic Assets Group is aligned with the council's corporate objectives with further opportunities being identified to reduce the councils' footprint across the whole of North Ayrshire.

> The office rationalisation strategy projects at Bridgegate House, Cunninghame House and Saltcoats Town Hall will have reduced the Council's operational floor space by over 6000sqm when the final move from Perceton House is completed in June 2016.
> The implementation of Tribal K2 Asset Management software has aided the analysis of the condition and suitability surveys on the Council assets and has been instrumental in supporting the initial stages of developing the Locality Planning approach to service delivery.

Directorate Plan Performance Indicator Summary

The table below demonstrates a high level view of the progress made towards our strategic priorities.

Performance Information						
Priority	No of Indicators	✅	⚠️	🛑	📈	❓
Supporting all of our people to stay safe, healthy and active	5	4		1[1]		
Protecting and enhancing the environment for future generations	19	15	3[2]	1[3]		
Underpinning our service delivery	26	8	4[4]		6	8

Out of 24 performance indicators supporting the strategic priorities that the Place Directorate takes a lead on/supports the delivery of we are exceeding/meeting or slightly adrift with 22.

Out of 26 performance indicators that underpin our service delivery there are 8 around costs and satisfaction where 2015/16 data will not be available until later in the year, however early indication shows good performance in these areas.

[1] Changes to legislation as the result of Welfare Reform has eradicated the Council's ability to resettle homeless or potentially homeless single person households under the age of 35 into the Private Rented sector.

[2] Reduction in Council Fleet production emissions - overall there has been a reduction from previous year however slightly over target due to a managed shift from the use of privately owned vehicles to fleet vehicles to realise budget efficiencies. N.B. private vehicle emissions not included in measurement.

There has been a slight increase in the Road Condition Indicator (RCI) for A Class Roads form 2014/15; overall RCI has improved by 1.3%. This is a result of the strategic road maintenance plan targeting overall RCI rather than individual road classes.

Staff retention following TUPE transfer from external contractor resulted in initial reduced performance. This issue has now been overcome and performance has improved to the required level.

[3] An increase in clothing collection and disposal points provided by third parties has resulted in a fall in the amount of waste managed by the Council suitable for re-use.

[4] % of staff who have had a PPD interview – achieved 99% against a target of 100%, slightly adrift of target because there was a delay in the process for temporary staff and completion of paperwork.

% of tenants satisfied with overall service provided by their landlord – although we are slightly adrift of target in this area at 88% we meet the Scottish Housing Regulator average of 88.%

We continue to perform well above the ARC average of 5.3% in relation to gross rent arrears as a % of rent due. Although we are slightly adrift of target we have reduced from £1.627K in 2015 to £1.436K in 2016.

% of adults satisfied with refuse collection - The Scottish Household survey published for 2014/15 indicated that performance fell to 82%. The impact of the major service changes that were implemented during 2014 to optimise the waste collection routes have had an effect on this, customer satisfaction is expected to return to normal levels following the implementation of the new and revised collection services.

LGBF/ SOLACE Indicators – Priorities

LGBF Indicators 2015/16

Indicator	2012/13 Value	2013/14 Value	2014/15 Value	2015/16 Value	Current status	2014/15 Quartile
(Charter 31) Gross rent arrears (all tenants) as at 31 March each year as a percentage of rent due for the reporting year		3.2%	3.75%	3.23%[1]	⚠	1
Charter 34 % of rent due in year that was lost due to voids	0.3%	0.4%	0.4%	0.3%	✅	1
% of Council dwellings that meet the Scottish Housing Quality Standard	90.5%	96.32%	98.22%	99.28%	✅	1
% of council houses that are compliant with the Energy Efficiency Standard for Social Housing (EESSH)	96.3%	98.17%	99.3%	93.33%[2]	✅	2
Proportion of operational buildings that are suitable for their current use	87.54%	88.6%	90.3%	90%[3]	⚠	1
Proportion of internal floor area of operational building in satisfactory condition	80%	99.4%	99.5%	99.5%	✅	1
Road cost per kilometre £	£7,377.05	£9,165.54	£7570.60	n/a	✅	3
% of Class A roads that should be considered for maintenance treatment	36.3%	35.5%	34.9%	35.6%[4]	⚠	4
% of Class B roads that should be considered for maintenance treatment	38.8%	39.8%	34.8%	33.6%	✅	3
% of Class C roads that should be considered for maintenance treatment	49.7%	51.2%	51.1%	48.7%	✅	4
% of unclassified roads that should be considered for maintenance treatment	42.3%	38.2%	36.7%	35.4%	✅	2
Street Cleanliness Index - % Clean	95.3%	96.9%	92.3%	95.8%	✅	2
% of adults satisfied with street cleaning	76%	80%	80%	n/a[5]	✅	2
Cost of parks and open spaces per 1,000 population £	£40331.49	£44777.97	£33770.61	n/a	✅	3
% of adults satisfied with parks and open spaces	90%	91%	91%	n/a[6]	✅	3
(Charter 12) Average time taken to complete non-emergency repairs		9	9.18	8.91	✅	2
Net waste collection cost per premises	£50.35	£55.36	£52.40	n/a	✅	2
Net waste disposal cost per premises	£88.97	£82.10	£99.80	n/a	✅	3
% of total household waste that is recycled (calendar year as per SEPA)	53.3%	56.1%	56.5%	56.4%	✅	1
% of adults satisfied with refuse collection	90%	90%	90%	82%[7]	⚠	3

[1] We continue to perform well above the ARC average of 5.3% in relation to gross rent arrears as a % of rent due. Although we are slightly adrift of target we have reduced from £1.627K in 2015 to £1.436K in 2016.

[2] The percentage of properties which overall pass the SHQS dropped during 2015/16 due to the introduction of the Scottish Housing Regulator's new energy efficiency standard for social housing. A data collection exercise has been undertaken to identify how the energy efficiency of our housing stock compares with the new energy efficiency standard. The information has been analysed and confirms that 93.33% of the stock meets or exceeds the standard. Further work is now being undertaken to develop an improvement plan. This plan will be finalised before end June 2016 and when implemented will ensure that all properties comply with the new standard by 2020.

[3] The change in the % suitability score is linked to the on-going rationalisation programme, several assets meeting the standard are now surplus, causing a slight fall.

[4] There has been a slight increase in the Road Condition Indicator (RCI) for A Class Roads form 2014/15; overall RCI has improved by 1.3%. This is a result of the strategic road maintenance plan targeting overall RCI rather than individual road classes.

[5] % of adult satisfied by street cleaning – The result of this is taken from the Scottish Government Household Survey. 2014/15 indicated that we were slightly adrift of target: results of survey are not available until August 2015.

[6] % of adults satisfied with parks and open spaces – The result of this is taken from the Scottish Government Household Survey. 2015/16 survey results are not available until August 2015.

[7] The Scottish Household survey for 2014/15 indicated that performance fell to 82%. This reflects the impact of the major service changes that were implemented during 2014 to optimise the waste collection routes. Customer satisfaction is expected to return to normal levels in 2015/16 following the implementation of the new and revised collection services.

Council Plan Indicators

The table below demonstrates a high level view of the progress made towards our Council Plan Priorities.

Performance Information						
Priority	**No of Indicators**	✅	⚠️	🛑	📈	❓
Supporting all of our people to stay safe, healthy and active	2	2				
Protecting and enhancing the environment for future generations	7	6	1[1]			

	2012/13	2013/14	2014/15	2015/16
Indicator	**Value**	**Value**	**Value**	**Value**
Revenue Expenditure – Housing Revenue Account – Actual expenditure as a Percentage of budgeted expenditure	-	95.5%	94%	95.47%
Capital Expenditure – Housing Revenue Account (HRA) – Actual expenditure as a percentage of budgeted expenditure	95.9%	100.72%	96.1%	69.83%

Financial information for the cost based PI's will not be available until later June 2016. The out turn report will be reported to Council on the 15 June 2016.

[1] There has been a slight increase in the Road Condition Indicator (RCI) for A Class Roads form 2014/15; overall RCI has improved by 1.3%. This is a result of the strategic road maintenance plan targeting overall RCI rather than individual road classes

Financial Performance

A detailed breakdown on both revenue and capital is provided in Appendix 1.

Place

For the twelve months ending 31 March 2016, the Place directorate has a year-end underspend of £1.123m. However carry forwards of £0.408m are requested resulting in a net underspend of £0.715m. The main reasons for the underspend are:

Building Services

Underspend of £0.040m largely relating to reduced material spend (£0.181m) and reduced Transport Costs (£0.132m) offset by an overspend in payment to contractors (£0.281m)

Other Housing

Underspend of £0.606m is largely as a result of budget provision made for the implementation of the Local Housing Allowance (£0.506m) which has not yet come into effect. In addition there is an underspend of £0.063m in relation to rent arrears write – offs as a result of higher collection levels.

Streetscene

Underspend of £0.266m which includes £0.101m underspend within the asset management budget in relation to slippage in Memorial works and Largs car park £0.063m. The Largs car park underspend is requested to be carried forward. The remaining underspend relates mainly to £0.041m additional interments income.

Property Maintenance

Underspend of £0.340m mainly due to slippage in planned maintenance projects including works at Galt House, Walker Hall and the North Ayrshire Heritage Centre.

Internal Transport

Underspend of £0.105m mainly due to Fuel costs (£0.259m) reflecting the current low cost of fuel offset by Taxi Costs £0.128m due to an increase in demand from service users within Education and Health and Social Care.

Waste Services

Overspend of £0.520m which includes Landfill Tax (£0.215m) a result of landfill tonnages and also an under-recovery in Commercial Refuse Income (£0.175m). In addition there is an overspend as a result of increased payments to contractors (£0.292m) as a result of increased tonnages collected from Special Uplifts, Bulky Waste and Household Waste Recycling centres. This is partially offset by an over recovery of income in relation to Waste Gas Extraction.

Facilities Management

Underspend of £0.304m relating mainly to additional Income (£0.493m) due to an increase in uptake of school meals, income for Tournament Café and additional special catering, partially offset by Supplies and Services £0.341m. In addition there is an underspend within employee costs of £0.182m largely attributable to reduction in overtime and vacancy management.

Housing Revenue Account

For the year ending 31 March 2016, the HRA had a year-end underspend of £1.862m. The main reasons for the projected underspend are:-

Property Costs

Underspend of £0.503m largely as a result of lower responsive repairs (£0.173m) and an underspend on aids and adaptations (£0.231m). A review of the equipment & adaptations is

currently being undertaken by the Health & Social Care Partnership. That review complements a process review undertaken by Housing Services over the last year. The combined output of these exercises will help ensure that full budget spend can be achieved in future years.

Capital Financing
Underspend of £1.335m in Loan Charges due to the availability and continued use of internal funds instead of new borrowing

Other Expenditure
Underspend of £0.269m as a result of Collection levels being higher than anticipated resulting in lower than budgeted rent arrears write-offs.

Employees

Sickness Data

Data on performance is attached as Appendix 2.

The Year to Date figure at March 2016 is 8.9 which exceeds the target of 9.4 and is a significant improvement on the performance of 10.1 in 2014/15. Our performance of 1443.7 days lost per FTE compares positively to the same reporting period last year which showed performance at 1480.4 days.

Other Employee Information

Stress Risk Assessment

Stress Risk Assessment information will be available later in the year once the Health and Safety Team have rolled this out.

Wellbeing Wednesdays

One of our key priorities is supporting all of our people to stay safe, healthy and active. As part of our commitment to looking after our workforce we introduced a number of health and wellbeing days for all Commercial Services staff across North Ayrshire.

The following Community and Council partners attended the events to give advice and support:

> Training Team: efficient movement & handling and posture awareness
> Occupational Health: mini health checks and self-checking advice
> Healthy Working Lives: tips on keeping active and staff benefits
> Human Recourses: information on staff polices and benefits
> Health Shield: financial advice
> KA Leisure: for fitness advice and council leisure services

It was a great opportunity for **147** frontline staff to gain access to support services and get advice on a range of information that would raise the importance of their health and well-being and the support mechanism's that are available within the Council. A small number of employee's identified early warning signs of possible health issues and have been signposted to seek further advice from their doctor.

Employee engagement

The overall staff engagement level for Place is 62.8% which remains stable since 2014. Although the percentage of engaged employees has decreased the number of employees actively disengaged has reduced from 13.2% to 12.3% (0.9%). The 2015 survey achieved a 24.9% response rate across the Directorate (equating to 626 responses from 1794 employees) an increase of 12.4% from 2014.

	Place Directorate 2012	Place Directorate 2014	Place Directorate 2015	Council 2012	Council 2014	Council 2015
Overall Engagement Level	52.0	63.4	62.8	55.0	65.3	69.6
Relate	48.7	73.5	70.1	51.1	76.3	80.6
Say	44.5	55.7	58.7	47.0	52.4	60.4
Stay	73.5	70.8	74.1	73.5	72.8	76.1
Strive	41.3	53.7	48.3	48.4	59.9	61.4

Compliments, Complaints and Member Requests

Data on performance is attached at Appendix 3.

Compliments

In most cases, the compliments reported relate to work undertaken and good customer service for example:

"I just wanted to pass on my congratulations on the Housing new build that incorporates the first Hub Model in North Ayrshire at Vennel Gardens.
As you know I got a quick tour of the facility a couple of weeks ago and I have to say that whilst not surprised as I have seen what was proposed, I was extremely impressed with the finished building and the incorporation of so many of the original design features that have been factored in to the project. It looks fantastic.
It is particularly satisfying to see a completed project move from drawing board to reality and I am sure that this model will set the tone for others that follow and will be a bench mark for many services across the sector nationally and UK wide. I think that you and your team have done a first class job."
and

"I had cause to contact North Ayrshire Council this morning to confirm that the roads and footpaths where I stay were adopted by North Ayrshire Council after I received a letter from Ross & Liddell (the factors who look after the areas of grass and trees within the estate) sent a mandate requiring residents of Aldergrove Estate (Spiers Avenue and St Andrews Place in Beith) to each pay a sum of money for repairs to tarmac on some of the footpaths.
I spoke to Rebecca in your contact centre who quickly put me in touch with the correct person to deal with my inquiry and within 20 minutes I had a very nice man named Tom Aitken (area Roads Inspector) in my house speaking to me.
Minutes after Tom left, Rebecca called me back to ensure that my questions had been answered and that everything was sorted, which it was.
I often despair at the quality of customer service I get when phoning large companies, Government agencies, etc., especially if my question is not a routine one and I guess that would be the case in this instance. Today though, your staff's attitudes, response and helpfulness put all of those other companies to shame and I cannot believe how quickly and fully by inquiry was dealt with."
and

"On behalf of the residents of Beith I want to congratulate and thank the squad that responded to my request yesterday for the removal of graffiti from a wall recently just built by the Council. The speed and efficiency shown are a credit to you and your Department - thank you."

Complaints

Stage 1 (top 3 categories):
- 26.1% of stage one complaints have been categorised as 'Other';
- 13.6% of stage one complaints relate to 'Missed Bin Collection'; and
- 8.7% of stage one complaints relate to 'Staff Behaviour'.

Stage 2 (top 3 categories):
- 27.6% of stage two complaints relate to 'Staff Behaviour';
- 24.1% of stage two complaints have been categorised as 'Other; and
- 10.3% of stage two complaints relate to 'Allocations'.

Transformation Projects

Cross-service materials & stores

A review of the stores and materials arrangements across the PLACE directorate was concluded during 2015/16. The new model proposed seeks to develop a partnership with a third party supplier.

Physical Environment

Cross-Service building repairs & maintenance:

> An end to end process review of building repair commenced to identify efficiencies and a joined up service with Housing, PMI & Building Services.
> 5 year business plan was agreed and implementation commenced.
> ROCC URM Project – Development of a new integrated repairs and maintenance software system which will be used by Building Services, PMI and the Contact Centre. Phase 1 is complete and phase 2 is under development.

Property Management & Investment:

> The rationalisation of property assets.
> To date the council has exited from 22 properties across its portfolio which has produced rental savings in the order of £229,000pa. The role of the Strategic Assets Group (SAG) has been reviewed to provide effective utilisation of Council assets. This will reduce the Public Sectors building footprint and improve Services.
> Strategic Property Asset Review: Was completed to ensure that the Council is maximising the use and value of all property assets in balance with its goals and service delivery commitments. An improvement plan has been developed for implementation during 2016/17.
> A review of the Council's industrial estate identified a number of investment opportunities to increase take-up along with a new delivery model.
> A number of construction projects have progressed including:-
>> Saltcoats Town Hall - Customer Centre successfully opened to the public in February 2016. Staff in Threetowns have been relocated from Housing, Social Services and Registration offices. An official opening ceremony, involving the First Minister took place in March 2016.
>> Garnock Campus – Work is progressing to programme on-site. The building is now substantially wind and water-tight, with incomplete sections being used for access to allow progress of the internal works.
>> Largs Campus - The planning application was approved by the Scottish Government on in March 2016. A report was submitted to Cabinet in May 2016 to gain approval to complete the Financial Close process. Subject to approval the project will commence on site in late May with a programmed completion of spring 2018.
>> Irvine Leisure Centre & Townhouse- Good progress in the construction of North Ayrshire's new cultural, leisure and community centre is being made which is scheduled to open early in 2017. Sport Scotland have been contacted to arrange a site visit. The site received a prestigious Considerate Constructors Award in April 2016.
>> Cunninghame House Refurbishment - Phase four works are progressing to programme and are scheduled to complete in early June 2016, with Property Management and Investment moving to the 4th floor east during June 2016 and Elected Members, Chief Executive's and Members' Services offices moving to the 1st floor east early July 2016. Phase five works to 5th floor west will commence during June 2016.

Sustainability

❯ The retro-fit lantern project that introduces new LED fixtures to existing columns across North Ayrshire, which includes the annual replacement of deteriorated street lighting assets from both Capital and Revenue budgets, is slightly ahead of schedule. The overall project is on target to be delivered by the end of March 2018.

❯ A number of initiatives and projects have been completed and are currently ongoing which will improve the energy efficiency of both our housing stock and mixed tenure properties any measures taken will also help address fuel poverty levels. This includes installation of insulated render systems, cavity fill wall insulation and loft insulation.

❯ The installation of solar panels and biomass boilers on a total of 20 Council buildings has been completed. These projects are now providing a revenue stream, significant savings on our energy consumption, and education benefits as part of the installations within schools. An extension programme has been identified, with three properties shortlisted.

Facilities Management:

❯ Review of Janitorial Services to develop and implement new service delivery arrangements and improved productivity.

❯ Review of Cleaning Services to develop and implement new service delivery arrangements and improved productivity.

Commercial Services

Transport Hub:

❯ Community Transport: The Transport Hub is supporting work with SPT and the Social Value Lab in the preparation and finalisation of a Feasibility Study looking at options for enhanced community transport arrangements across North Ayrshire.

❯ Integrated Transport Hub for the West of Scotland to provide improved Health and Social Care transport through better coordination and integration of transport services involving SPT, the local Health Boards, Local Authorities, Scottish Ambulance Service and Third Sector and other Transport Providers with overall aim of supporting access to health and social care.

❯ The development of a sustainable business travel model by reviewing and testing potential alternatives to existing business mileage arrangements. Options being trialled include the provision of fleet vehicles to high business mileage users, one year trial of a vehicle pool of 6 low emission vehicles available at Cunninghame House and 2 low emission vehicles at Perceton House as an alternative to private car business mileage, incorporation of electric vehicles into this pool of vehicles and improved use of short term hire cars for journeys in excess of 50 miles.

Roads and Streetscene Review:

During 2015 a comprehensive review was carried out aimed firstly at further improving performance, value for money, efficiency and effectiveness of the Roads Service and; secondly to identify the most appropriate opportunities for integration and establishment of a modern Streetscene and Roads service model. The resulting report, approved by Cabinet in November 2015, identified a number of strategic issues and opportunities for consideration and improvement. These have been developed into the Roads & Streetscene Strategic Change Programme which commenced implementation in January 2016. The programme includes a comprehensive range of work streams based on six themes of: Asset Management & Finance; service Delivery & Integration; People & Capability; performance & Customer Satisfaction: and Business Process & Systems.

Roads & Transportation:

❯ North Ayrshire is the lead Authority for the Ayrshire Local Plan District is currently finalising the Ayrshire Local Flood Risk Management Plan based on the Ayrshire LFRM Strategy approved by Scottish Government. The plan outlines the next 6 years schemes/ works and studies for all Ayrshire which were identified, appraised and prioritised nationally. Identified North Ayrshire Schemes and Works:

  ❯ Upper Garnock Flood Protection Scheme
  ❯ Great Cumbrae Island Flood Protection Scheme

Streetscene:

❯ Implementation of Route Optimisation Software to Streetscene Fleet. This is a new software package designed to optimise the cleansing routes covered by the fleet of 16 mechanical sweepers operating across mainland North Ayrshire and will improve productivity and reduce fuel costs by ensuring vehicles operate at their most optimum level thereby providing service delivery at the lowest possible cost. In addition to establishing the most efficient Cleansing routes, the system will be used as a management tool through its ability to analyse existing performance information and create 'what if' scenarios to forecast the effect of any changes to the service, for example, reduction of fleet and changes to street cleansing frequencies.

Waste Services:

❯ Continued implementation of the Council's Waste Strategy delivered the following:-

  ❯ Implement the WARP-It online reuse portal across all Council services and across Community Planning Partners.
  ❯ Implement in cab technology within refuse collection vehicles to improve data management and productivity.
  ❯ Clyde Valley Residual waste Partnership work in procuring a residual waste treatment facility within Clyde Valley for 2020 to coincide with landfill ban.
  ❯ Commercial Waste Service review.
  ❯ Development of direct tipping facility at Shewalton Landfill site to improve operational productivity.
  ❯ Development of sustainable waste management arrangements (including the provision of enhanced Household Waste Recycling Facility) for Arran.
  ❯ Waste disposal service review to improve operational service delivery and productivity.

External Evaluations

Physical Environment

Housing Service:
- Retained Investors in People GOLD accreditation: The IIP standard defines what it takes to lead, support and manage people well, for sustainable results. IIP assessor's report of findings noted that they were "overwhelmed by people's enthusiasm and commitment".
- Housing Service Care Commission. Housing Support services are regulated by the Scottish Care Inspectorate. Following a series of unannounced inspections to all three of the Homelessness Housing Support services, the care commission has awarded their highest grade possible at level 6. The inspecting officer stated that each service had exceptional performance and that the North Ayrshire Council staff team go above and beyond in the delivery of customer focussed services.
- Housing Service Customer Service Excellence (Concierge Service). The concierge service first received Customer Service Excellence accreditation in 2009. This year the service have been awarded compliance plus in 6 areas. A compliance plus is awarded when behaviours or practices are considered to exceed the requirements of the standard.

Scottish Housing Best Value Network (SHBVN) benchmarking analysis show that our staffing costs are amongst the lowest of all Scottish local authorities but our performance is good or excellent across all service areas. Feedback that Housing was "pretty much good at everything" was provided.

Facilities Management:
- FM Soil Association Gold food for life accreditation.
- BSI ISO 9001:2008 Registration.
- Education Scotland HM inspectorate in meeting food nutrition Standards.

Commercial Services

Transport Hub:
- Vehicle and Operator Standards Agency (VOSA) 5 year review of the Councils obligations and undertakings under the Operator's licence requirements.
- Driver and Vehicle Standards Agency (DVSA) MOT station modernisation programme which will allow the Council to continue to act as an approved vehicle MOT station for vehicle classes 4, 5 and 7.
- Driver and Vehicle Standards Agency (DVSA) Annual tachograph repair and calibration review. This allows the Council to continue to operate as an approved tachograph repair and calibration centre.

Streetscene:
- NAC Streetscene are part of the Local Environmental Audit and Management System (LEAMS) which offers independent, external monitoring to local authorities in order that they could establish levels of cleanliness in their areas. The scores have improved from last year's score of 92.3 to 95.8 this year.
- NAC Bereavement Services have received a gold award against the ICCM (Institute of Cemetery & Crematorium Management) Charter for the Bereaved.
- SEPA have classed the operation and management of the Shewalton Landfill site as excellent.

Appendix 1 - Financial Performance

REVENUE EXPENDITURE (£)			
Expenditure	**Annual Budget 15/16**	**Year End Outturn**	**Annual Variance Adverse or (Favourable)**
	£000	£000	£000
Housing Services (Non HRA)	6,110	5,504	(606)
Building Services	650	610	(40)
Property Management & Investment	996	663	(333)
Energy & Sustainability			
Facilities Management	1,228	924	(304)
PHYSICAL ENVIRONMENT TOTAL	**8,984**	**7,701**	**(1,283)**
Waste Resources	15,198	15,718	520
Transport Hub	105	-	(105)
Roads & Transportation	13,102	13,091	(11)
Streetscene	8,863	8,597	(266)
COMMERCIAL SERVICES TOTAL	**37,268**	**37,406**	**138**
Directorate & Support	(22)	-	22
PLACE TOTAL	**46,230**	**45,107**	**(1,123)**
Carry forward request		408	408
NET PLACE TOTAL	**46,230**	**45,515**	**(715)**
Housing Revenue Account	-	(1,862)	(1,862)

DELIVERY OF CAPITAL PROGRAMMES – GENERAL SERVICES			
Expenditure	**Budget 15/16**	**Actual Expenditure 15/16**	**Variance 15/16**
	£	£	£
Roads	5,267,942	4,717,675	(550,267)
Office Accommodation	1,955,896	2,114,109	158,213
Other Property	2,229,920	2,369,173	139,253
Housing Non HRA	18,367	0	(18,367)
Streetscene	330,309	326,835	(3,474)
Transport	1,999,746	1,997,388	(2,358)
Waste Resources	1,266,723	2,722,990	1,456,267
Building Services	40,000	39,620	(380)
Renewable Energy	2,261,071	2,232,634	(28,437)
Cleaning Client	125,000	132,208	7208
SUB TOTAL	**15,494,974**	**16,652,632**	**1,157,658**

DELIVERY OF CAPITAL PROGRAMMES - HRA CAPITAL Capital Investment Expenditure (£) 2015/16					
	Total Revised Budget 15/16	**Actual Expenditure to 31 March 2016**	**Variance 15/16**	**Carry forward to 2016/17**	**True (Under)/ Over Spend**
	£	£	£	£	
New House Building Projects	3,823,394	3,007,819	(815,575)	(504,340)	(311,235)
Regeneration Projects	2,133,760	2,075,281	(58,479)	(30,810)	(27,669)
Improvements to existing homes	14,968,871	14,889,292	(79,579)	(19,579)	(60,000)
Professional Management Charges	158,987	0	(158,987)	-	(158,987)
HRA TOTAL	21,085,012	19,972,392	(1,112,620)	(554,729)	(557,891)

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Appendix 2 - Employee Sickness Data

Place Directorate Employee Sickness Absence 2015/16								
Days Lost per FTE	FTE*	Q1	Q2	Q3	Q4	YTD	YTD Target	Variance
Building Services	240.5	1.7	2.2	2.7	3.1	9.8	9.4	0.4
Facilities Management	410.3	2.5	2.2	2.4	2.8	9.9	9.4	0.5
Transport Hub	40.6	5.8	2.4	5.1	5.0	18.3	9.4	8.9
Waste Resources	155.9	3.4	3.3	2.1	1.7	10.4	9.4	1.0
Commercial Services	**851.3**	**2.6**	**2.4**	**2.6**	**2.8**	**10.3**	**9.4**	**0.9**
Homeless & Community Safety	17.0	5.2	3.6	3.7	0.8	13.3	9.4	3.9
Housing Services	209.9	1.1	1.8	0.9	1.7	5.5	9.4	-3.9
Property Management & Investment	95.0	0.9	1.3	0.5	1.7	4.3	9.4	-5.1
Roads & Transportation	85.8	1.7	1.5	1.0	0.8	5.0	9.4	-4.4
Streetscene	174.6	2.0	2.1	1.9	1.3	7.3	9.4	-2.1
Physical Environment	**582.3**	**2.0**	**2.1**	**1.6**	**1.3**	**7.0**	**9.4**	**-2.4**
ECMT	4.0	0.0	0.0	0.0	0.0	0.0	9.4	-9.4
Place	**1433.7**	**2.3**	**2.3**	**2.2**	**2.2**	**8.9**	**9.4**	**-0.5**

Place Directorate Employee Sickness Absence 2014/15								
Days Lost per FTE	FTE*	Q1	Q2	Q3	Q4	YTD	YTD Target	Variance
Building Services	259.4	3.8	2.5	2.7	2.5	11.4	9.4	2.0
Facilities Management	386.6	2.6	1.6	2.7	3.4	10.1	9.4	0.7
Transport Hub	36.2	2.1	6.3	4.3	4.5	17.2	9.4	7.8
Waste Resources	155.4	4.8	5.1	2.6	2.4	14.9	9.4	5.5
Commercial Services	**840.6**	**3.4**	**2.8**	**2.7**	**2.9**	**11.8**	**9.4**	**2.4**
Homeless & Community Safety	88.8	3.1	4.1	3.6	2.7	13.6	9.4	4.2
Housing Services	139.7	0.6	0.8	2.2	1.3	4.7	9.4	-4.7
Property Management & Investment	98.1	1.5	1.1	1.2	0.8	4.8	9.4	-4.5
Roads & Transportation	85.8	3.3	2.3	1.9	2.1	9.8	9.4	0.4
Streetscene	227.4	1.8	2.8	1.8	1.7	8.1	9.4	-1.3
Physical Environment	**639.8**	**1.8**	**2.3**	**2.1**	**1.6**	**7.8**	**9.4**	**-1.6**
ECMT	3.0	0.0	0.0	0.0	4.3	4.3	9.4	-5.1
Place	**1480.4**	**2.7**	**2.5**	**2.5**	**2.4**	**10.1**	**9.4**	**0.7**

Note: Figures in red are above the YTD target.

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Appendix 3 – Compliments, Complaints & Members Requests

Compliments 2015/16	
Service	**Number**
Building Services	33
Facilities Management	1
Housing Services	22
Property Management & Investment	7
Sustainability & Directorate Performance	0
Commercial Services	63
Roads & Transportation	32
Streetscene	43
Transport Hub	0
Waste Resources	17
Physical Environment	92
Service Unknown	2
Place	**157**

Stage 1 (Frontline) Complaints

Service	2015/16			2014/15		
	Actual	% handled on time	Average to complete (target 5 working days)	Actual	% handled on time	Average to complete (target 5 working days)
Roads & Transportation	156	81%	4.0	130	79%	4.0
Streetscene	172	78%	4.4	179	86%	3.3
Transport Hub	1	100%	2.0	3	100%	2.3
Waste Resources	412	96%	2.3	1000	88%	2.7
Commercial Services	**741**	**89%**	**3.1**	**1312**	**87%**	**2.9**
Building Services	118	97%	2.7	177	96%	2.7
Facilities Management	21	67%	6.2	20	75%	5.3
Housing Services	57	95%	2.7	46	100%	1.8
Property Management & Investment	99	90%	3.4	93	66%	5.4
Sustainability & Directorate Performance	-	-	-	-	-	-
Physical Environment	**295**	**92%**	**3.2**	**336**	**87%**	**3.5**
Place	**1036**	**90%**	**3.2**	**1648**	**87%**	**3.0**

Stage 2 (Investigation) Complaints

Service	2015/16			2014/15		
	Actual	% handled on time	Average to complete (target 20 working days)	Actual	% handled on time	Average to complete (target 20 working days)
Roads & Transportation	1	100%	13.0	5	80%	16.6
Streetscene	5	80%	9.6	4	75%	16.3
Transport Hub	1	100%	20.0	-	-	-
Waste Resources	1	100%	12.0	2	50%	12.5
Commercial Services	**8**	**88%**	**11.6**	**11**	**73%**	**15.7**
Building Services	-	-	-	3	100%	8.0
Facilities Management	-	-	-	-	-	-
Housing Services	18	94%	13.4	31	100%	9.5
Property Management & Investment	3	67%	17.0	2	100%	14.0
Sustainability & Directorate Performance	-	-	-	-	-	-
Physical Environment	**21**	**90%**	**13.9**	**36**	**100%**	**9.6**
Place	**29**	**90%**	**13.3**	**47**	**94%**	**11.1**

Note: Complaint data is a snapshot in time. Data could change as a result of retrospective amendments. Final report produced by Complaint & Feedback Manager will be presented to CMT on 8th June 2016.

Member Service Requests - 2015/16								
	Q1		Q2		Q3		Q4	
	Number of requests	Requests not closed on time	Number of requests	Requests not closed on time	Number of requests	Requests not closed on time	Number of requests	Requests not closed on time
Stage 1 (Councillor) - target 5 days								
Housing	26	0	28	1	32	3	29	0
Building Services	7	0	0	0	3	0	1	-
PMI	33	0	34	2	38	9	56	3
Energy & Sustainability	-	-	-	-	-	-	-	-
Facilities Management	0	0	2	0	1	1	0	0
Waste Resources	13	0	16	3	6	1	10	4
Transport Hub	0	0	0	0	0	0	0	0
Roads & Transportation	76	14	89	11	91	6	110	3
Streetscene	100	3	136	20	73	8	102	3
TOTAL	**255**	**17**	**305**	**37**	**244**	**28**	**308**	**13**
Stage 2 (Councillor) - target 20 days								
Housing	0	0	0	0	0	0	0	0
Building Services	0	0	0	0	0	0	0	0
PMI	1	0	1	0	1	1	1	P0
Energy & Sustainability	-	-	-	-	-	-	-	-
Facilities Management	0	0	0	0	0	0	0	0
Waste Resources	0	0	0	0	0	0	0	W0
Transport Hub	0	0	0	0	0	0	0	0
Roads & Transportation	3	1	8	1	6	1	1	0
Streetscene	0	0	1	0	1	0	0	0
TOTAL	**4**	**1**	**10**	**1**	**8**	**2**	**2**	**0**

MP & MSP Service Requests - 2015/16

	Q1		Q2		Q3		Q4	
	Number of requests	Requests not closed on time	Number of requests	Requests not closed on time	Number of requests	Requests not closed on time	Number of requests	Requests not closed on time
MP/MSP – target 10 days								
Housing	39	4	45	13	47	1	49	2
Building Services	1	0	2	0	0	0	1	0
PMI	5	2	17	10	22	7	19	1
Energy & Sustainability	-	-	-	-	-	-	-	-
Facilities Management	0	0	0	0	1	0	0	0
Waste Resources	0	0	5	0	3	0	1	0
Transport Hub	0	0	0	0	0	0	0	0
Roads & Transportation	3	0	4	0	17	3	27	5
Streetscene	5	1	17	0	20	1	9	3
TOTAL	**53**	**7**	**90**	**23**	**110**	**12**	**106**	**11**

Delivering care together

NORTH AYRSHIRE

Health and Social Care Partnership

Performance Report

Quarter 4 2015-16

Contents

Introduction

The purpose of this report is to afford a high level overview of the progress made by the Health & Social Care Partnership in delivering the 5 strategic priorities as set out in the strategic plan.

Overview

Our first year as an integrated Health and Social Care Partnership have been both challenging and rewarding. We have begun to see some of the benefits of integrated system working, for example in supporting older people to remain at home or get home from hospital as soon as possible.

Our significant change programme continues, with projects on track including the completion of Woodland View opening in May, our integrated addictions service and the development of 5 community connector roles in primary care. Our Change programme contributes to and is aligned to the pan-Ayrshire programmes. Our Locality Planning Forums have held their initial meetings and are beginning to identify their initial areas of work.

It has been a busy but fruitful year, the pace of change is challenging so while the potential for improvement over the next few months is significant we will need to ensure plans are staged to ensure sustainability and the emerging financial position is more fully understood.

Update on Actions from Previous Review Meeting

Action	Progress and Commentary
1. Consider streamlining report	Commentary has been summarised for this report and Sickness absence and Finance has been moved to appendices.

Children, Families and Criminal Justice – Our Highlights

Universal Early Years - The Childhood Flu Schools programme is a Nurse Led service which successfully achieved for 2015-16 an uptake in North Ayrshire of 75.4%, this being above the national target of 75% and higher than the Scottish average of 71.1%. To date we are aware that an increase in the number of children absent from school on the day of the vaccination session has resulted in us not achieving much higher rates.

 Children Looked after and Accommodated - In 2013-2014 we had 102 children in placements. In 2015-2016 this had reduced to 79.

SVQ Assessment Centre underwent a process inspection which graded the service demonstrating major strengths in all areas

Stop Now and Plan -The SNAP project continues to deliver positive outcomes from Children aged 8 – 11 years old. None of the children who have been through the SNAP programme in this past six months have either been placed on a Compulsory Supervision Order or requiring an alternative educational placement.

Multi-Agency Domestic Abuse Response Team - MADART continue to deliver on greatly improved outcomes for victims of domestic violence, contrary to the national trend. The unique approach continues to deliver timely, proportionate and effective services to victims and their children, resulting in a reduction in incidents.

Fostering and Adoption – In 2015 we had 35 children in external foster placements. Recognition that this figure was too high resulted in one team manager being reassigned to focus on this area and as a result we now have 20 children in external foster placements with an expectation that this figure will continue to reduce in the next year.

Criminal Justice - Between 2005-06 and 2014-15, by local authority area, shows that North Ayrshire's recorded crime has reduced by 39%, the same rate as the national average and the largest reduction in Ayrshire. Our early intervention and prevention services, the work of the Safer North Ayrshire Partnership and of our Youth Justice and Adult Criminal Justice Services, have impacted on our reduction in recorded crime.

Children, Families and Criminal Justice – Our Challenges

Kinship Care – Due to the requirement for parity with foster carers allowances, the Kinship allowance will rise from £57.68 to £200.00 per week. This will present a challenge in terms of funding given the 286 children in kinship care. The funding requires to be backdated to 1st October 2015 as well as to be paid on an ongoing basis. The Children and Young People (Scotland) Act 2014 also stipulates additional responsibilities towards children in kinship care and the guidance on the Act is still awaited. However, discussions are underway to update policies, procedures and reviews in relation to increased allowances and to comply with new legislative requirements.

Criminal Justice - The Criminal Justice Social Work Grant allocation is based on the statutory work each local authority has been involved in. Due to our "success" in reducing recorded crime we have seen our budget for this year cut with East and South Ayrshire benefitting by an increase in their funding. The Scottish Government are currently looking at how success can be recognised, and not penalised, in the

criminal justice budget allocation in future years. However, this year will be challenging to continue to try to reduce re-offending rates on a reduced budget.

Intervention Services - There continues to be a significant number of adult and child concern referrals generated by Police Scotland. As a result of this we are in the process of creating a Pan Ayrshire Concerns Hub. This is an interesting and challenging development, working with Pan Ayrshire partners to create a means to process Police and other Concerns through one multi agency Hub.
The challenges have not been small, yet there is a sense of progress and a proposal has been drafted. The potential of the Concerns Hub being a means of transferring wellbeing concerns to Named Persons is also being explored.
Universal Early Years – There is a high level shortfall in numbers of qualified Health Visitors to deliver the national Health Visitor pathway which is the founding support for Named Persons to have regular, structured home based contacts crucial to establishing and building relationships with families.

Fieldwork - There is a continued challenge of completion of Child Protection work within the timescales required. This is reflected in the findings of our staff engagement survey whereby only 23% of Children and Families fieldwork staff believe they have a manageable caseload.

Health and Community Care – Our Highlights

Delivery of Winter Plan - During the final quarter of 2015/16 has seen the delivery of the aims and aspirations set out within the Winter Plan. Across all teams, staff from health and social care have demonstrated the highest levels of dedication, commitment and endeavour in supporting individuals to remain at home and in ensuring those who require specialist interventions from acute hospital teams are supported home again without delay.

Reduction in Delays - The additional social care resource made available to the IJB from North Ayrshire Council and NHS Ayrshire and Arran through the Delayed Discharge Funding enabled investment in Care Home provision and Care at Home services both of which were central to reducing the length of time residents had to wait on packages of care following their stay in Hospital. This additional investment, combined with the delivery of the five-day standard for assessment of complex care needs and a move to 'real-time funding' of Care Home placements, ensured all potential delays were removed from the process to confirm Care Home funding.

Care at Home - The additional funding made available to the Care at Home service, combined with new, more efficient processes to 're-cycle' care package capacity when service users are in Hospital has enabled a growth in capacity to meet local demand. In December 2015 when the number waiting for packages reduced to single figures each day compared to 20+ in December 2014. This position was sustained through January 2016 and improved further in February and March, with zero waits being recorded across all Ayrshire Hospitals by the end of the financial year. The number of people in the community awaiting Care at Home packages reduced from over 140 in November 2015 to 33 at the end of March 2016.

Innovations in Care at Home - Two new developments within Care at Home have been introduced to further improve responsiveness and reduce demand on acute care. The Reablement pilot in the Irvine area has given responsibility for the reassessment of service user need to the Care at Home Team, enabling the rapid tailoring of care packages to those who are being supported to regain independence. This significantly reduces waste within the service as packages can be reduced without delay and capacity released to help other service users. The second pilot, also in the Irvine area, has enabled the Community Alarm team to respond alongside colleagues from Scottish Ambulance Service to 999 calls from service users. The intervention of this team and support they offered to service users resulted in a 50% reduction in emergency admissions for those accessing the service.

Rehabilitation Services - Recognising that some North Ayrshire residents will require more support to make the transition from acute hospital to home, the team within the Rehabilitation Facility at Pavilion 3, Ayrshire Central Hospital, has continued to modernise and improve service delivery. This has resulted in the number of patients being admitted to this facility from Crosshouse Hospital increasing by almost 100% week-on-week, with sustained performance of 6 admissions per week against a Winter Plan trajectory of 5 throughout the winter period. Similarly, the flexibility demonstrated by the clinical and management teams within Pavilion 6, currently decanted to Buchanan Ward at Biggart Hospital, has been crucial in maintaining a flow of patients through the unit while reducing the overall number of occupied beds to enable the safe transfer of the ward to Woodland View in May 2016.

ICES/Rehab – The team are turning around SSA assessments in 5 days.

Community Care - The Care at Home service has received high award grades resulting from its most recent Care Inspectorate Inspection. The service was awarded a 4 (Good) for Quality and Support; 4 (Good) for Quality of Staffing; 5 (Very Good) for Quality of Management and Leadership. This was the first time, the grade of 5 has ever been achieved by this service.

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This achievement marks an improvement on the awards of the past few years where mostly 3s (Adequate) were being achieved.

Health and Community Care – Our Challenges

Residential Care - Perhaps the biggest challenge facing the Health and Community Care Team has been within the Residential Care sector.

Continued poor performance and critical incidents within a number of Care Homes resulted in short- and long-term moratoria being placed on facilities during the final quarter of 2015/16. This clearly has impacted adversely on the already limited capacity available to meet local need and has reduced choice for service users. The fragility of the sector has also been apparent in terms of a notification from Cooriedoon Care Home on Arran of the potential to close due to viability of the current business model, despite the introduction of an enhanced island rate in Summer 2015 to ensure the viability of the unit.

At the same time, British Red Cross issued three months' notice on the closure of Options for Independence in Irvine. This required a sustained response from the Social Work and Housing Teams in North Ayrshire with successful outcomes achieved for all service users, the vast majority of whom have transferred or will transfer to their own tenancy.

Ices/Rehab - Current challenge is that in maintaining a high percentage seen within 1 day, service users repeat rehab visits are being missed.

Long-Term Conditions - Maintaining the very well establish and much valued Mental Health Care Home Liaison Service to care homes within North Ayrshire has been challenging recently. We have 2 posts to cover North Ayrshire, but currently have 1 vacancy due to a member of staff moving to a promoted post. The time taken to recruit is putting pressure on an already busy service. We hope to have someone in post soon.

Care at Home - The service has been consistently maintaining zero waits from hospitals for approximately a month (as at 18 April 16). This means that no individuals have had their discharges either cancelled or delayed due to having to wait for a care at home package.   The challenge is to maintain and sustain this as other initiatives and pressures arise.

Mental Health Services –Our Highlights

Woodland View - Business case development and strategic alignment of Woodland view to ensure this new and significant investment as the cornerstone of an effective, modern and responsive Mental Health service is able to influence and deliver the further whole system review and transformation of wider services over the next 3 years. This establishes a robust foundation for the achievement of necessary strategic and service quality outcomes by 2018.

The demonstration of effective partnership working engaging with all nursing staff affected by move of services to Woodland View, completing in excess of 110 1:1 meetings with staff to allow completion of workforce planning. This has enabled sufficient staffing resource to deliver services at Woodland View and in Lochranza also ensuring engagement/protection of staff. There has been a programme of work delivered to successfully support the realignment of service users ahead of the move to Woodland View in Adult Mental Health longer term rehabilitative care, through meaningful engagement with service users and their families.

Addiction services review and integration achieved during a period of unique and major health/social care economy wide organisational re-structuring and change.

Investment in organisational development and change programme has ensured the secure delivery of both major objectives above whilst also launching an ambitious programme of whole system service review and change.

Non Medical Prescribing Congratulations to Senior Charge Nurse Senga Boyd on passing her Non Medical Prescribing (NMP) course. Senga is the first Senior Charge Nurse within the Mental Health inpatient setting to gain her certificate and utilise this within Kyle Addiction Unit. Senga can now assist with the titration of medication and prescribing new medications while freeing up valuable medical staff time. This allows for quick access to new medications or review of existing medications. Senga is also able to offer support and training to other staff building up their knowledge and confidence regarding medication therapy.

Psychological Services - Despite challenges in delivery of psychological services where there is a need to address service gaps, release capacity and re-alignment of resources and expertise as part of the wider review of services -   the waiting times standard is being met in many areas.   We have a high level of patient satisfaction. We also ensure that there are no wait times for clinically urgent patients e.g. urgent referrals from acute child and adult hospital wards. We also continue to income-generate, mostly via Court Reports which helps fund staff training and development.

CAHMS - A highlight has been the opportunity to work in true collaboration, find collective solutions and plan project work in an integrated manner. This has been achieved across agencies in sharing finance, workforce and new planning," rewriting the script" with positive risk taking. Examples include place2be, Teachers focusing on mental health and project work with "Through care".

CMHT - We have released a mental health nurse from the Crisis Resolution Team into Police Scotland to commence scoping work with people in distress who come into contact with services out of hours. Within 6 weeks we have gathered a rich amount of information and data to inform work going forward within the 'People in Distress' programme.

Learning Disabilities - North Ayrshire Health and Social Care Partnership Learning Disability Service, Police Scotland, Cornerstone; Hansel Alliance and Scottish Commission for Learning Disability collaborated in setting up 2 workshops, using a forum theatre to raise awareness and encourage local action in relation to disability hate crime. The theatre piece at the centre of the workshops was developed by people with a

learning disability and others from Centrestage Kilmarnock. The forum theatre format allowed for the exploration of issues in a way which informed the audience and involved them in shaping the narrative. The workshops were very well attended by service users and staff from a range of organisations. The participants were motivated and empowered to get involved in the discussion surrounding hate crime.

Mental Health Services – Our Challenges

<u>Infrastructure, financial and Information governance</u> Challenges include review and alignment of IT and information systems, consolidate and ensure effective and compliant information governance. Management of financial position during service transition and development partly realised by business case development with further service re-design required post Woodland view launch and review of whole system.

Medical staff within Addiction Services continue to have serious concerns about information sharing and information access proposals regarding the integration of NHS and NAC Addiction teams. These concerns have now been escalated to the H&SCP Senior Management Team for further review.

<u>Psychological Services</u> Difficulties continue to be faced in meeting the 18 weeks wait times standard and also true patient need in some specialities. This is due to very small staff resources compounded by a very high level of maternity leave and inability to recruit to temporary posts to backfill this.

<u>CAHMS</u> - A challenge has been the alignment and integration of NHS national strategy to strategies in Education, Social Work and Health. Developing a model of integrated early intervention and response to high risk children/young people and in turn a comprehensive action plan linking the complex strategic themes in a way which is child and young person centred but challenges existing practice and structures.

<u>CMHT </u>- Uncertainty about future funding for the Flexible Intervention Service has been challenging because we have been unable to re-commission the service as planned over the last 6 months.

<u>Learning Disabilities</u> - In the past 6 months the service has been challenged to meet the increased demands for respite. There has been an increase not only in numbers but in complexity of needs, particularly young people in transitions. Work has been on-going to amend the service specification for the re-tender of the Taigh Mor respite service to include a community short breaks service as well as the residential respite service. This will provide great greater flexibility in what the service provides and will increase the range of options to cope with the increasing demands.

<u>In-patient</u> – There has been no confirmation of ADP monies that fund Alcohol Liaison Service causing uncertainty for staff/service.
We are supporting the interim placement of 2 x CAMHs individuals who require substantial additional support due to presentation, leading to a requirement to source additional staff – frequently 5 staff per shift.

Report Summary

The tables below demonstrate a high level view of the progress made towards the HSCP Strategic Plan during the quarter four period (January - March).

Performance Information						
Priority	No. of Indicators	🟢	🔺	🛑	📈	?
Tackling Inequalities	11	7	-	-	1	3
Engaging Communities	7	3	-	1	-	3
Bringing Services Together	9	3	-	1	-	5
Prevention and early intervention	25	11	1	3	-	10
Improving mental health and wellbeing	10	6	-	4	-	-

Partnership Actions			
Priority	No. of Actions	No. Complete Actions	Actions in Progress
Tackling Inequalities	4	1	3
Engaging Communities	3	-	3
Bringing Services Together	4	-	4
Prevention and early intervention	4	-	4
Improving mental health and wellbeing	3	-	3

1. Tackling Inequalities

Reducing poverty and the gap between the richest and poorest supports increased economic participation, improved social cohesion and builds stronger communities.

Performance Indicator	Target/Bench mark	Current Performance	Status	Aim to Minimise/Maximise	Performance Data Last Update	National Outcome	National Indicator
Number of young people working on activity agreements	TBC	14	❓	⬆	Q4 2015/16	Successful Learners and Responsible Citizens	
The amount of income generated (£) for service users by the Money Matters Service	£7,513,000	£7,614,139	✅	⬆	Q4 2015/16	Inequalities	
Percentage of individuals subject to level 1 Community Payback Order Unpaid Work completed within three months	57%	90.32%	✅	⬆	Q4 2015/16	Community Safety	
Percentage of Referrals to CMHT living in SIMD 15% most deprived areas.	TBC	38%	❓	▬	Q4 2015/16	Inequalities	
Number of Adult/LD/CAMHS in out of area units (North Ayrshire Residents)	TBC	33	❓	⬇	Q4 2015/16	Effective Use of Resources	
Percent of young people completing Activity Agreement that went on to a Positive Destination. Rosemount, Throughcare/Aftercare	55%	100%	✅	⬆	Q4 2015/16	Successful Learners and responsible citizens	
Balance of Care for looked after children: % of children being looked after in the Community	90%	91.53%	✅	⬆	Q4 2015/16	Positive Life chances	LGBF
Number of LAAC who have 3 or more moves in the past 12 months	10	7	✅	⬇	Q4 2015/16	Best Start Possible	
Number of Naloxone Kits Supplied	164	258	✅	⬆	Q4 2015/16	Healthier	
Average number of tenancy placement moves experienced by young people, Supported by Aftercare, prior to a permanent allocation.		4.86	📈	⬇	Q4 2015/16	Positive Life Chances	

Performance Indicator	Target/Bench mark	Current Performance	Status	Aim to Minimise/Maximise	Performance Data Last Update	National Outcome	National Indicator
Percentage of formerly looked after young people entitled to aftercare in employment, education or training	38%	36.59%	✅	⬆️	Q4 2015/16	Successful Learners and responsible citizens	

1. Tackling Inequalities

Action Title	Status	Action update	% Complete
We will work to reduce the impact of health inequalities on you and your family	🟢	The draft Inequalities Strategy has been approved by the CPP Board. Work will now be undertaken to develop Fair for All Board, refine the pledges and produce a performance framework. Supported by NAHSCP, the Scottish Transgender Alliance has undertaken a National survey, examining the experience of Transgender people accessing Addictions Services. This Survey closed on 18th March and initial feedback indicates that the survey was well responded to. Analysis of this survey is anticipated in May 2016, with data being available at the North Ayrshire level. This data will be used to inform future service delivery. We have had a number of engagement events and activities with our local communities. These have included: consultation on our strategic plan; a review of our engagement processes; an event showcasing all our services at the Magnum Centre; an event to develop stakeholder partnerships focussed on each of our major change projects; discussions on developing our Locality Planning Forums.	63%
We will work with partners to help people who use our service to identify and deal with their financial difficulties	🟢	During the quarter four period, the Money Matters team carried out an annual review of adult non-residential service users –more than 350 cases, and carried out financial assessments for Kinship Carers in preparation for the new Kinship Allowance. Money Matters staff continue to any follow up work to ensure service users are receiving their full entitlement. The Money Matters Helpdesk has identified almost £150,000 unclaimed benefits in quarter four bringing the total additional benefit income raised by Helpdesk to more than £650,000 for 2015-16 year. Income generation for service users across all areas of the Money Matters service in quarter four was almost £2M, bringing the total for the year to £7,614,130. During the period 65% of all casework carried out by the team was for people with a long term health condition or disability. This reflects strong partnership working with	100%

		H&SCP colleagues, Macmillan, and voluntary sector.	
		To improve the number of referrals from primary care, the team introduced a procedure to identify cases with certain long term conditions. These cases receive support with a range of claims and money issues to demonstrate the impact of advice on health inequalities. The team continued to work effectively with many partner agencies – and delivered five half day training events including an Introduction to Benefits, Welfare Reforms Update. These were attended by Social Work and Health staff, 3rd sector and volunteers.	
We will maximise the potential for you to work	🟢	The North Ayrshire Social Enterprise Strategy is close to publication and set out the next steps. It has been overwhelmingly endorsed by partners and will support the development of enterprising activities and social enterprises. We continue to work with SAMH Positive Steps to support those with Mental Health problems access a range of employability options. Within Learning Disability Services, the Job Support service is being reviewed to identify potential development opportunities. The Employability project has been launched with the first business seminar delivered on 17 March. These sessions are designed to develop an awareness of the economic and business benefits from a more positive and supportive relationship with people affected by cancer. They will help local businesses and organisations understand their legal obligations under The Equality Act, outline how to help employees settle back into work and provide access to support. The development of the Corporate Parenting Strategy will ensure that employability for cared for children in North Ayrshire will be a key priority. The Throughcare and Rosemount Teams continue to deliver bespoke Activity Agreement to their client groups. There has also been further development in the commitment to the preparation of young people for employment with economies and communities. This has been led on by the Aftercare team and it is anticipated that there will be a programme created through the youth employment monies which will support those furthest away from the jobs market, within Throughcare, PAT and Rosemount. There is also a Duke of Edinburgh programme which is run by the young person support team which also focuses on building self-confidence and promotes the progression into work and positive destinations.	79%
We will provide support to help keep you safe from harm	🟢	The Partnership places a priority on ensuring service users are safe and protected. Monitoring and review arrangements for people receiving supports are in place and this includes regular liaison with provider organisations. Across Mental Health we continue to prioritise assessment and support for the most vulnerable people. Many with mental health problems are being supported through the immediate delivery of the Flexible Intervention Service and utilising adult protection processes to protect people when required.	56%

Considerable effort has been made to engage service users and carers ahead of the move to Woodland View. Within the Forensic and Rehab Service there have been hosted meetings with family and carers as well as meetings with service users on the wards. The retention of Lochranza Ward on the Ailsa campus for two years will also allow for a safer and more patient focused transition to the community.

The BEAT-IT RCT data collection is now complete in Ayrshire and Arran. Focus groups have taken place with the Beat-it therapists, Step-up therapists and PI's separately

A seconded nurse post to work with young people in Throughcare has been agreed. This post will focus on high risk groups and their associated concerns

The draft Children's Services Plan 2016-20, which sets out pledges to safeguard, support and promote the well-being of Children, has been published.

In relation to preparation for the Named Person Act, activities have been ongoing around the development of the guidance, child's pathway and training strategy on a Pan Ayrshire basis. This work will be finalised by May.

Youth Justice Services continue to work closely with Criminal Justice services, focussing on providing support to those at risk of re-offending and returning to custody. There is a continued commitment to reduce re-offending.

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2. Engaging Communities

We know that people in communities have a critical role to play in supporting each other and in designing services to meet local needs.

Performance Indicator	Target/Bench mark	Current Performance	Status	Aim to Minimise/Maximise	Performance Data Last Update	National Outcome	National Indicator
Number of Adults accessing Direct Payments	TBC	105	❓	⬆	Q4 2015/16	Independent	
Number of Children accessing Direct Payments	TBC	41	❓	⬆	Q4 2015/16	Positive Life chances	
Percentage of fostered looked after and accommodated children who are accommodated in an in-house foster placement	80%	82.49%	✅	⬆	Q4 2015/16	Positive Life chances	
Number of MH/LD Adults accessing Direct Payments	TBC	38	❓	⬆	Q4 2015/16	Independent	
Percentage of children in a kinship care placement subject to residence order	40%	33.8%	🛑	⬆	Q4 2015/16	Positive Life chances	
Actively recruit new in-house foster carers	85	97	✅	⬆	Q4 2015/16	Best Start Possible	
Number of LD service users in voluntary placements.	43	78	✅	⬆	Q4 2015/16	Independent	

2. Engaging Communities			
Action Title	**Status**	**Action update**	**% Complete**
We will work with local communities	🟢	Locality Planning Forums have been established and regular meetings are now taking place. Forums are now actively inviting suitable representation from other organisations and communities to take part. The forums are now in the process of identifying key priorities to take forward in the forth coming year.	75%

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		Patient and Care Opinion are both established in North Ayrshire. In addition we have held a number of engagement events with residents of North Ayrshire on a wide range of topics from Care at Home to Aids and Adaptations.	
We will improve how we involve and engage with local communities	🟢	The usage of interactive media, including CareNA and the Facebook has increased. The HSCP Twitter account now has 436 followers and is proving to be a valuable mechanism for sharing information about the HSCP. Further, Community Connectors are now based in 7 GP practices as part of the 'connecting patients to communities' pilot'. Six Locality Planning forums have now been established and are meeting regularly. The forums are currently considering the key priorities in each community to take forward in the next service year. In addition, we have created "Velcro partnerships" with people coming together on the big change issues that they have an interest in, in a focussed and time-limited way. Over the next few weeks we will install interactive touchscreen systems in every GP practice in North Ayrshire which provide access to CareNA. Work has been progressed in relation to the development of a Single Point of Contact. The development of this service will offer Service Users a streamlined access to all HSCP services.	73%
We will build on the strengths of local communities	🟢	Completion of the Community Care review will inform the development of locality teams. District Nurses now come under the remit of the Senior Manager for Locality Services and early discussions have taken place around how CPNs can be included within future locality team structures. The Community Connectors are now operating from 7 GP practices across North Ayrshire. It is intended that the Community Connectors will support practices by easing volume pressures by redirecting patients to alternative community supports. Some Community Connectors have been invited to attend Locality Planning Forums and will support in the development of new services at the locality level The Learning Disabilities Strategy is currently under development. It is anticipated the strategy will help address the current gaps in service provision.	56%

3. Bringing Services Together

The Partnership provides significant opportunities to integrate services and ultimately to enhance the experience of the people and the carers who use these services.

Performance Indicator	Target/Bench mark	Current Performance	Status	Aim to Minimise/Maximise	Performance Data Last Update	National Outcome	National Indicator
Number of days people spend in hospital when they are ready to be discharged (Bed days lost).	1,936	1,417	✅	⬇	Q1 2015/16	Quality of Life	
MH Average length of stay	TBC	26.9	❓	⬇	Q3 2015/16	Healthier	
Percentage of CP Concerns referrals from Health practitioners	6%	7.96%	✅	⬆	Q4 2015/16	Positive Life chances	
Number of bed days saved by ICES providing alternative to acute hospital admission	765	1,051	✅	⬆	Q4 2015/16	Quality of Life	
Number of referrals for equipment	TBC	1,813	❓	⬆	Q4 2015/16	Independent	
Average waiting time for referral for equipment from Stores	TBC	1	❓	⬇	Q4 2015/16	Independent	
Average working days lost to sickness absence per employee.	11	12.98	🛑	⬇	Q4 2015/16	Engaged Workforce	
Percentage working days lost to sickness absence (HSCP NHS Staff)	N/A	5.89%	❓	⬇	Q4 2015/16	Engaged Workforce	
Number of Occupied bed days lost while waiting for Care at Home package			❓	❓	Report delayed	Effective Use of Resources	

3. Bringing Services Together

Action Title	Status	Action update	% Complete
We will work together to provide better services	🟢	Considerable work has been progressed in order to provide a more seamless service for HSCP service users. An example of this work is provided below. • Many District Nurses have now completed HSCP training and work is ongoing to arrange further training for others. • In terms of children who are Looked After and Accommodated (LAAC), staff continue to work with a range of colleagues, especially Education and Police and from CAMHS and Intervention Services to ensure that a shared response is provided to children at risk of harm. • It is proposed that once in situ at Woodland View there will be a daily huddle for all in-patient mental health services. This will allow services to better understand each other's challenges. • The proposed transition of Detox beds and subsequent MHANP support in reaching into the new in-patient addictions unit (Ward5) will ensure a more seamless approach to managing detox. • The development of the interagency self- harm guideline has recently been reviewed and will be launched, emphasising collaboration, shared understanding and uniformity • Once enacted, The Carers Scotland Bill will ensure all carers in North Ayrshire will have access to the support they require which will be identified in their Carer Support Plan.	53%
We will develop services around local communities	🟢	To reduce duplication and streamline processes for service users, much progress has been made in the development of a Single Point of Contact. Actions Plans are currently being produced. We will further develop the single point of access to community mental health services in 2016 as part of our Change Programme. In addition we have had initial discussions across agencies to describe the potential opportunity to jointly screen referrals for children and young people with mental health concerns.	50%
We will work more closely with GPs and primary care	🟢	Visits have taken place with the Senior Manager for Locality Services and the HSCP Clinical Director visiting GP practices throughout North Ayrshire. These visits aim to promote the work of the HSCP and identify the support needs of all GP practices. Alongside this, a series of very positive meetings have been held with the whole Primary Care community to design the future. All of the HSCP Locality Forums have a named GP lead.	42%

		We will further explore and develop work with GPs/NHS 24 and Out of Hours services as part of the Change Programme for community mental health services this year. HSCP Clinical Director is now planning to meet with the Senior Pharmacist linked to the HSCP. These discussions will look at the first phase of Pharmacy integration and looking at how the role of pharmacist can be taken forward within locality structures. A draft paper has been produced regarding the development of the Pharmacy role in relation to GPs.	
We will improve the quality of the services we provide	🟢	A training calendar for 2016-17 has been compiled and circulated to all staff groups. Much of this training is delivered to multi-agency staff. The service is currently reviewing how Self Directed Support is implemented locally. All SDS arrangements are overseen by the SDS Enablement Panel. Recent developments include a specified officer to manage all SDS data. SDS manager has engaged with operational teams to identify status of implementation, asking for priorities, challenges and where they would like to be. This information is being used in the review. The review of Addiction Services has now been complete and an improvement plan has been developed and under implementation. The Carers strategy is being progressed, with the Carers Advisory Group being comprised of 60% carers. This group meets monthly and is consulted on all carers service developments. Carers groups are now represented on the IJB as well as the North Ayrshire Carers Champion. A pan-Ayrshire Information Governance Group (IGPAG) has been established to share knowledge and learning on information governance, and, to define (where possible) single agreements across Health and Social Care Partnerships, the 3 Local Authorities and NHS Ayrshire and Arran. This is an extension of the existing Ayrshire Data Sharing Partnership (DSP) which discusses ICT arrangements to meet operational needs. At the local level the Information System and Sharing Steering Group (ISSSG) is operating well.	40%

4. Prevention & Early Intervention

Dealing with problems at an early stage can increase the chances of positive outcomes for people, reduce costs and prevent issues from becoming much more serious and difficult to address.

Performance Indicator	Target/Bench mark	Current Performance	Status	Aim to Minimise/Maximise	Performance Data Last Update	National Outcome	National Indicator
Number of Service users receiving Care at Home	1,703	1,839	✅	⬆	Q4 2015/16	Independent	
Number of community care service users (65+) that have a community alarm installed in their place of residence.	2,800	3,063	✅	⬆	Q4 2015/16	Independent	
The number of community care service users that have an enhanced telecare unit installed in their place of residence	600	622	✅	⬆	Q4 2015/16	Independent	
Percentage of people aged 65+ with intensive needs (plus 10 hours) receiving care at home.	34%	39.17%	✅	⬆	Q4 2015/16	Quality of Life	LGBF
Percentage of ICES service users seen within 1 day of referral	TBC	82.1%	❓	⬆	Q4 2015/16	Effective Use of Resources	
Number of secure remands for under 18s	5	1	✅	⬆	Q4 2015/16	Positive Life chances	
Average Length of Secure Remands	90	144	🔴	⬇	Q4 2015/16	Positive Life chances	
Percentage of ASP Referrals completed within 5 days	80%	51.9%	🔴	⬆	Q4 2015/16	Safe	
Addictions referrals to Treatment within 3 weeks (Alcohol)	90%	96.3%	✅	⬆	Q3 2015/16	Healthier	LDP
Addictions referrals to Treatment within 3 weeks (Drugs)	90%	95.5%	✅	⬆	Q3 2015/16	Healthier	LDP
Number of ABIs Delivered (Priority Area)	TBC	344	❓	⬆	Q3 2015/16	Healthier	
Number of ABIs Delivered (Non Priority Area)	TBC	97	❓	⬆	Q3 2015/16	Healthier	

Performance Indicator	Target/Benchmark	Current Performance	Status	Aim to Minimise/Maximise	Performance Data Last Update	National Outcome	National Indicator
Number of children who have been through SNAP who have been sustained within their local school	100%	100%	✅	⬆	Q4 2015/16	Successful Learners and responsible citizens	
% of babies breastfeed at 6/8 weeks old	18%	15.33%	🛑	⬆	Q3 2015/16	Best Start Possible	
Preschool children protected from disease through % uptake of child immunisation programme (Rotavirus)	92.2%	92.47%	✅	⬆	Q3 2015/16	Best Start Possible	
Preschool children protected from disease through % uptake of child immunisation programme (MMR1)	98.2%	96.69%	⚠️	⬆	Q3 2015/16	Best Start Possible	
Number of people referred to Flexible Intervention service	TBC	25	❓		Q4 2015/16	Quality of Life	
Number of interventions completed by FIS	TBC	19	❓	⬆	Q4 2015/16	Quality of Life	
Number of Hospital Admissions to Pavilion 3	55	85	✅	⬆	Q4 2015/16	Quality of Life	
Care at Home capacity lost due to cancelled hospital discharges (Hrs)	TBC	2167	❓	⬇	Q4 2015/16	Effective Use of Resources	
Number of patients waiting for CAH package (Hospital)	TBC	113	❓	⬇	Q4 2015/16	Effective Use of Resources	
Number of Service Users delayed due to funding being confirmed			❓	❓	Report is delayed	Effective Use of Resources	
Number of Service Users delayed in discharge to a care home after funding confirmed			❓	❓	Report is delayed	Effective Use of Resources	
Number of People delayed awaiting CAH Package (Community)	TBC	324	❓	⬇	Q4 2015/16	Effective Use of Resources	

4. Prevention & Early Intervention

Action Title	Status	Action update	% Complete
We will promote good health and wellbeing	🟢	Recognising individual and local assets and taking advantage of all possible sources of support is key in establishing effective approaches to support the HSCP's strategic aim of prevention and early intervention. Such community-based approaches are particularly important in areas where high deprivation exists and people are less likely to proactively seek help and support at an early stage of illness. Signposting services are now available directly from Community Connectors based in 7 GP Practices, to a range of alternative community and non-medical resources and services which can contribute to health and wellbeing. This can include signposting to local opportunities such as arts and creativity, physical activity, learning new skills, volunteering, mutual aid, befriending and self-help, as well as support with issues related to employment, benefits, housing, debt, advocacy support, legal advice or parenting. Further, Third Sector Interface Community Connectors offer interventions in Smoking Cessation and Weight Management. The proposals for the community care review are almost complete with approval required from Social Work Governance and the Trade Unions. Touchscreens have now been purchased for every GP practice in North Ayrshire. This will ensure local people can access CareNA within their GP practice. Work is currently ongoing to with NHS service to address Network issues. Children and Families Intervention Services continue to develop positive partnerships with other agencies. The introduction of School nurses to the Partnership has contributed to this signpost and sharing of knowledge and good practice. Priority areas include child healthy nutrition, activity, oral health, access to support services etc. bringing together Early Years provisions in local communities. Planning for Named Person Service as set within the Children and Young People (Scotland) Act 2014 has developed new models for service users in accessing services directly using assessment and reducing duplication of processes. Introduction of Social Workers within the team is increasing knowledge of available resources and services for families to access and be made aware of in local communities	75%
We will identify target groups through research and screening	🟢	The key developmental outcomes identified in the Improving Children's Outcomes surveys have been included as the priorities in the Children's Services Plan. The developed Action Plan responds to these priorities and a performance framework has been designed around them. A Practice Quality Lead has now been identified in liaison with the Local Medical Committee (LMC). This lead will support locality structures to identify unmet needs and health inequalities. The 6 locality forums are developing well, with initial and subsequent meetings having now taken place.	77%

		Forums are now in the process of identifying key areas of focus. HSCP Staff continue to develop clinical skills and Knowledge to enable patients in EMH wards to reduce physical frail patients being moved to acute hospital care	
We will support individual needs	🟢	In line with the models of care work currently underway, the future model of Care at Home provision will be shaped and will evolve in line with the outcome of current work. In addition the role and future role of the Care at Home workforce will be reviewed. The pilot evaluation of Community Care services has initially demonstrated an improvement in Early Intervention and Prevention practices. A progress report is being compiled and will be shared for further consultation. Since November 2015, the HSCP now has in place a single point of contact for all hospitals (including those out-with Ayrshire and Arran) which will facilitate a more rapid discharge of service users. The HSCP now has Medical Legal Responsibility for P3 meaning we can now accept Step-Up community referrals from GPs. First referrals are expected by the End of August 2016. Health Visiting is offered routinely to all families as part of universal service entitlement for child. This single point of contact for families and implementation of request for assistance models as part of Children and Young People (Scotland) Act 2014 will facilitate efficient access to right service for children and inform partnership where delays arise, to plan for improvement or alternative supports.	69%
We will support people who care for others	🟢	The development of locality teams will help offer a more person centred approach to care. Further, the analytics available from the GP Touchscreen that will host a version of CareNA should help inform locality teams of specific needs within local areas. Community Care Services are working with partners and colleagues to ensure individuals are aware of the opportunities available to them to have a break. The service specification for the Learning Disabilities Respite re-tender is being revised to include a community short breaks service in addition to the residential service. Eligibility criteria will also be reviewed. Families and child views are integral to the Named Person assessment which is based on GIRFEC Practice Model and part of the Health Visitor pathway of care. Information from these assessments are shared and used to adapt services such as leaflet content, accessibility, home visiting times. We are continuing to support children and their families who are in need or at risk of harm with the main	72%

| | aim of trying to keep families together. However, if this is not possible a range of options can be explored including social and recreational activities, respite and shared care. | |

5. Improving Mental Health & Well Being

Good mental health impacts positively on individuals, families and communities.

Performance Indicator	Target/Bench mark	Current Performance	Status	Aim to Minimise/Maximise	Performance Data Last Update	National Outcome	National Indicator
Number waiting for PCMHT more than 18 weeks	48	80	✅	⬇	Q4 2015/16	Healthier	LDP
Referral to Treatment Times – Psychological Therapies (Pan–Ayrshire)	90%	89.65%	✅	⬆	Q4 2015/16	Healthier	LDP
CAMHS – Percentage of patients seen within 18 weeks (Pan–Ayrshire)	90%	100%	✅	⬆	Q3 2015/16	Healthier	LDP
Number of CAMHS Referrals with presenting complaint of anxiety or depression (including low mood/depression)	23	94	🛑	⬇	Q4 2015/16	Healthier	
Volume of all overnight respite for adults throughout service year	5,000	4,419	🛑	⬆	Q4 2015/16	Carers Supported	
Volume of all daytime respite care for adults throughout the service year	100,000	108,315	✅	⬆	Q4 2015/16	Carers Supported	
Volume of all overnight respite delivered to older people (65+)	9,500	8,778	🛑	⬆	Q4 2015/16	Carers Supported	
Volume of all daytime respite provided to older people throughout the service year	91,000	68,659	🛑	⬆	Q4 2015/16	Carers Supported	
Volume of all overnight respite provided to children throughout service year.	1,500	1,518	✅	⬆	Q4 2015/16	Best Start Possible	
Volume of all daytime respite provided to children throughout service year	10,000	17,813.9	✅	⬆	Q4 2015/16	Best Start Possible	

5. Improving Mental Health & Well being

Action Title	Status	Action update	% Complete
We will improve the services available to support mental health and wellbeing	🟢	The Change Programme developed proposals and established service outcomes to support community mental health services to integrate over the next 18 months. The outcome of this programme will be to ensure the continued delivery of high quality services for people with mental health problems, their families and carers. The initial multi-agency steering group for 'people in distress' took place and produced a 2 year action plan. A staff member from the Crisis Resolution Team started working with Police Scotland to commence scoping work to improve services and pathways for people in distress. A pan-Ayrshire bid to host a 4 year pilot for Distress Brief Interventions (DBI) was completed, with outcome due in May 2016. There is a pilot project about to be initiated by a previous band of the Keep Well project which will involve a 12 week group and individualised programme of health promotional including BBV, Sexual Health, smoking cessation, diabetes, heart disease and several more. The proposals for Scotland's National Dementia Strategy 2016-19 have just been published. These proposals have been considered by the North Ayrshire Dementia Strategy Group and will form the action plan for future service delivery. Regular liaison with Momentum takes place. Richmond Fellowship has reported that they are overwhelmed with referrals (Alcohol). Staff met with Barnardo's re service available to families affected by substance misuse with a view to strengthening support networks.	57%
We will follow the Mental Health Strategy for Scotland	🟢	Governance and performance targets will be linked to each service area within the development programme. The Mental Health Change Programme Board has been established and will oversee the implementation. Work includes: • The development of a PID for review of PRG and Pan-Ayrshire consultation underway led by the group • Charter for involvement (national involvement network) – framework and charter to improve engagement and co-production to be presented to IJB on 19th May for Partnership approval to sign up • Bid for Primary Care transformation government funding submitted to pilot community connector and primary care case-coordinator role based in GP practices. Group to be established to map and identify community supports which will link to locality forums/groups work. • Actions to tackle discrimination and focus on the rights of people with mental illness will be identified and mapped against each development programme.	35%

		As part of the overall development of performance frameworks, Senior Managers have undertaken a logic modelling process, hosted by the Planning & Performance team. The logic model has identified key outcomes for the service and is mapping key actions and indicators to them. A programme of work is being developed as part of the Information Systems Steering Group. This work will identify new ways of working and the best approaches to use for each Service Area within Mental Health.	
We will develop new services to meet local needs	🟢	Handover of Woodland View took place on 1st April 2016. All commissioning plans are on schedule for the first patients to move in on Friday 6th May. The Addiction service has received agreement to extend the current ORT phased model to the end of March 2017 including the GP, ANP, pharmacy prescribing and admin support. The Neuro development including ADHD and autism will form the basis of developing a shared pathway. The pathway has been agreed and is currently being piloted in South and East Ayrshire. The pan-Ayrshire group is currently scoping the range of supported accommodation models operating in the area as well as current and future need. We have also worked with Housing to identify possible supported accommodation from their property portfolio, and also to inform the HNDA in order that the housing needs of partnership client groups are taken forward in the development of the Housing Strategy 2017-2022. The Learning Development Service continues to be involved in the pan-Ayrshire supported accommodation group. The Tier 4 business case is almost complete.	78%

6. Performance against National Objectives

The table below details the matrix of Performance indicators. It maps our indicators against the national outcomes and the 5 Strategic Priorities.

Strategic Priorities /National Outcome	Bringing Services Together	Engaging Communities	Improving Mental Health & Well Being	Prevention & Early Intervention	Tackling Inequalities	Grand Total
Effective Use of Resources	1			7	1	9
Healthier	1		4	4	1	10
Independent	2	3		3		8
Inequalities					2	2
Quality of Life	2			4		6
Safe				1		1
Children's Outcomes	1	4	2	6	6	19
Criminal Justice Outcomes					1	1
Carers Supported			4			4
Engaged Workforce	2					2
Grand Total	9	7	11	25	9	62

7. Change Programme 2015-16

PROJECT	STATUS
Pavilion 3 - Rehabilitation and enablement Hub (CofE)	Target is to move into Woodland view in May 2016. There are issues around criteria for access to Pavilion 3. P3 has significantly increased their throughput over the past 12 months with the target of 5 admissions per week over the winter period being exceeded at 6 per week.
GP Practice HSCP Services - 6 practice pilot	As at 14th March this service has been expanded into 13 sessions of GP time per week.
Care at Home Redesign	Care at Home service currently has 33 vacancies. The recent large recruitment drive resulting in some offers of employment not being taken up and others choosing to leave.
New Models of Care for Older People	5 work streams have been identified as well as a lead and deputy for each. Each work stream is focused on how services work and how individuals flow through the service. An event is planned for 13th April 2016 to allow sharing of practice and discussion.
Equipment and adaptations	Process mapping session took place and this will be taken to the Steering Group in April to agree the approach.
Integration of Addiction Services	Challenges still remain but things are moving forward. Leaflets have been produced and this will set the foundation for other work.
Arran Integrated Models of Care	Good progress is being made. Mapping exercise has been completed.
CAMHS/Neuro Development Pathway	The event has been re-scheduled to 20th May. A pilot of another approach will be tried in another area as the current pilot is not making enough progress.
Woodland View	All set for opening and transfer of patients. Volunteering is now set up as a charity.
Psychological Therapies	Working with consultant to develop a bespoke model and analysing current models of delivery. 2workstreams currently in progress and these will link into th Mental health Program Board.
Learning Disabilities	A new group has been convened to look at a strategy for the service. The tier 4 business plan has been completed but only with one option. It is preferable that other options are available.
Review of Children's Services	Paper presented to Children's Services Strategic Partnership on 8th March re governance and reporting arrangements for children's change programme.

8. Employee Attendance

Staff absence up to 31st March 2016 is detailed in Appendix 1 with tables 1 (NAC Staff Group) and table 2 (NHS staff). Comparison data with same period in 2014 is also included for NAC staff.

Staff absence cannot as yet be pulled as one staffing group. Sickness absence from NAC staff in the partnership is 18% above target at 12.98 days. There has however been a 9% increase in FTE since 2014-15 but only a 3% increase in sickness absence.

Three teams performed better than target, Children with Disability team, Policy and Practice team and Planning and Performance team with P&P team having zero absence throughout 2015-16.

NHS sickness absence for staff in the partnership for 2015-16 was 5.89%. This is a gradual decline in sickness absence from 6.66% in Q2 and 5.94% in Q3. There is no target in the current report therefore it cannot be assessed if this performance is better than expected or not.

9. Employee Engagement Surveys

Employee engagement surveys took place in 2015 in both NAC and NHS. Detailed below is a summary of the results from the staff working in the partnership from both organisations. Comparison year data is not available for the NHS survey. As you can see there has been a positive increase across all areas which is really positive sign at a time of great change for staff.

NAC Results to engagement factors

	Social Services & Health (2014)	North Ayrshire Health and Social Care Partnership (2015)	Variance
Overall Engagement Level	69.7%	74.6%	+ 4.9%
Relate	81.2%	88.1%	+ 6.9%
Say	62.9%	68.6%	+ 5.7%
Stay	75.9%	81.3%	+ 5.4%
Strive	58.6%	60.2%	+ 1.6%

NHS Strengths

Area	Question	Positive Response
Discrimination	*'During the past 12 months while working for NHS Ayrshire and Arran, I have not experienced unfair discrimination from my manager?'*	95.8%
	'During the last 12 months while working for NHS Ayrshire and Arran, I have not experienced bullying/harassment from my manager?'	92.4%
Health and safety training	*'Have you had any health and safety training paid for or provided by your health board? E.g. Fire training, manual handling etc.'*	92.4%
Going the extra mile	*'I am happy to go the 'extra mile' at work when required'*	91.8%
Job clarity	*'I am clear what my duties and responsibilities are'*	88.5%
Confidence/trust in line manager	*'I have confidence and trust in my direct line manager'*	85.6%

10.   Compliments and Complaints

Complaints/compliments continue to be recorded in the two parent organisations. There is a development to centralise complaints recording within the partnership.

Complaints (NAC) responded to in Quarter 4 are detailed in the table below:

HSCP Section	Responded to In time		Responded to outwith Time		% Responded to In Time		
	Complaint Stage		Complaint Stage		Complaint Stage		
	Stage 2	Stage 3	Stage 2	Stage 3	Stage 2	Stage 3	
CFCJ - Fieldwork	4		1		80%		
HCC - Community Care	7	1	3		70%	100%	
HCC - Locality Services	1		1		0%		
MH/ADD - MH/LD	1	1	1		0%	100%	

In additions there were 7 complaints received in quarter 4 but had an expected response date in April 2016.

Complaints (NHS Mental Health) responded to in Quarter 3 are detailed in the table below. Numbers are for pan-Ayrshire as data cannot be broken down by partnership. Quarter 3 is the latest data available.

Specialty	Oct	Nov	Dec	Total
General psychiatry	0	0	1	1
Community psychiatry	0	0	1	1
Child and Adult Psychiatry	1	2	1	4
Psychiatry of old age	0	1	0	1
Prison Services	0	1	5	6
Mental Health Nursing	0	0	2	2
Totals:	1	4	10	15

% responded to within 20 day deadline - 42%

Average Response Time -   18 days

% Acknowledged within 3 working days - 100%

In Quarter 4, 12 compliments were recorded on NAC system and these are detailed in the table below. 50% of compliments were for the Money Matters team, 33.3% for Locality Services and 8.3% for both Community Care and Locality Services.

	HCC - Community Care	HCC - Money Matters	HCC – Locality Services	MH/ADD – MH/LD	Grand Total
Compliment	1	6	4	1	12

Councillor/MSP/MP Enquiries

Councillor requests handled in Q4 2016							
Directorate	Department	No. of requests received	No. of requests closed	No. closed on time	% closed on time	Average no. of days to resolve all Stage 1s	Target (actual days)
Health & Social Care Partnership	Children's Health, Care & Criminal Justice	11	11	11	**100%**	**4.6**	5
	Health and Community Care	14	13	12	**92%**	**9.5**	5
	Mental Health Services	6	6	6	**100%**	**1**	5
	Total	31	30	29	**97%**	**5.93**	5

MP/MSP requests handled in Q4 2016							
Directorate	Department	No. of requests received	No. of requests closed	No. closed on time	% closed on time	Average no. of days to resolve	Target (actual days)
Health & Social Care Partnership	Children's Health, Care and Criminal Justice	8	6	6	**100%**	8	10
	Health and Community Care	13	11	11	**100%**	10	10
	Mental Health Services	4	4	4	**100%**	17	10

## 11.	Finance

Full financial report is available in Appendix 2.

For FY 15/16 HSCP has had an overspend of £2.035m the majority of which was accrued between the Children, Families and Criminal Justice Service and Mental Health services. The financial picture for 2016-17 continues to look challenging with the complete budget for the partnership not set until June 2016.

12.   Appendices

Appendix 1 - Staff Absence

Table 1a **2015 Data**

Days Lost per FTE	FTE*	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	YTD	YTD Target	Variance
C&F - Fam Pl/Disab	27.77	0.15	0.02	0.04	0.00	0.00	0.00	0.10	0.66	1.27	0.51	0.03	0.40	3.18	7.00	-3.82
C&F - Fieldwork	97.31	0.89	0.89	0.64	0.87	1.05	0.59	0.75	0.76	1.46	0.93	1.37	1.30	11.50	6.00	5.50
C&F - Policy & Practice	9.00	0.21	0.00	0.00	0.00	0.00	0.00	0.50	0.00	0.25	0.50	0.38	0.00	1.84	2.50	-0.66
C&F - Residential/Thcare	99.60	1.08	1.38	1.72	1.52	1.48	1.31	1.43	1.48	0.86	1.02	1.27	0.95	15.50	10.00	5.50
C&F - Specialist Support	79.70	1.06	1.59	1.20	1.28	1.29	1.11	1.26	0.75	0.49	0.58	0.61	0.58	11.80	7.50	4.30
CC - Assess & Enablement	40.00	0.56	0.13	0.29	0.63	1.03	0.65	0.93	0.90	1.00	1.25	0.43	0.39	8.19	7.50	0.69
CC - Fieldwork	5.99	0.00	0.00	0.08	1.92	1.90	1.15	0.84	0.00	1.34	0.17	7.02	6.35	20.77	7.50	13.27
CC - MH/LD	73.28	0.97	0.81	1.72	1.34	1.22	1.07	0.77	1.18	1.45	0.93	1.01	0.92	13.39	7.50	5.89
CC - Service Delivery	553.89	1.15	1.04	1.06	1.06	0.96	1.23	1.25	1.10	1.25	1.22	1.20	1.06	13.58	11.00	2.58
CC -Care Manage & Review	48.43	1.21	1.51	0.42	0.95	1.29	0.88	1.31	1.36	0.69	0.61	1.05	1.66	12.94	7.50	5.45
Criminal Justice	65.70	1.38	1.32	1.74	1.84	1.58	1.22	1.51	1.81	1.47	1.30	0.89	0.87	16.93	7.50	9.43
Res - Business Support	186.91	0.61	0.92	1.17	1.42	0.93	1.03	0.93	1.11	0.96	1.31	1.37	1.48	13.24	7.50	5.74
Res - Money Matters	18.50	1.30	0.93	1.00	1.10	1.00	1.40	1.30	0.40	1.15	0.37	0.19	0.27	10.41	5.00	5.41
Res - Planning & Perform	5.80	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	5.00	-5.00
Res - Service Develop	18.10	1.52	1.05	1.19	0.10	0.09	0.21	0.79	1.41	1.78	1.44	0.38	0.95	10.91	7.50	3.41
Health & Social Care	**1329.98**	**0.99**	**1.03**	**1.10**	**1.15**	**1.05**	**1.05**	**1.11**	**1.09**	**1.14**	**1.08**	**1.12**	**1.07**	**12.98**	**11.00**	**1.98**
Whole Council	**5630.40**	**0.59**	**0.79**	**0.80**	**0.57**	**0.63**	**0.84**	**0.77**	**0.83**	**0.78**	**0.79**	**0.86**	**0.73**	**8.98**	**8.00**	**0.98**

Table 1b **2014 Data**

Days Lost per FTE	FTE *	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	YTD	Target	Variance
C&F - Fam Pl/Disab	30.9	0.0	0.1	0.0	0.3	0.2	0.2	0.9	1.1	1.2	0.9	0.3	0.0	5.3	9.0	-3.7
C&F - Fieldwork	90.6	0.9	0.6	1.0	1.1	1.1	1.1	1.0	0.9	0.6	1.3	1.6	1.4	12.6	9.0	3.6
C&F - Policy & Practice	9.5	0.3	0.0	0.6	0.1	0.0	0.0	0.2	0.6	0.0	0.0	0.0	0.0	1.7	9.0	-7.3
C&F - Residential/Thcare	100.1	1.1	1.1	1.0	0.9	0.7	0.5	1.1	1.5	1.0	0.9	1.7	1.2	12.9	9.0	3.9
C&F - Specialist Support	84.9	0.9	0.9	0.7	1.0	0.9	0.8	0.6	0.4	0.9	1.2	1.4	1.0	10.6	9.0	1.6
CC - Assess & Enablement	41.0	1.4	0.8	1.4	1.3	2.2	2.8	2.1	1.2	0.7	0.5	0.8	0.7	15.8	9.0	6.8
CC - Fieldwork	6.0	0.3	0.0	0.0	1.8	2.0	0.0	0.8	0.0	0.0	0.8	0.0	1.3	7.1	9.0	-1.9
CC - MH/LD	72.8	1.2	0.9	1.1	1.5	1.5	1.3	1.2	0.6	0.7	0.7	1.5	1.1	13.4	9.0	4.4
CC - Service Delivery	433.4	1.2	1.3	1.2	1.4	1.5	1.4	1.4	1.1	1.0	1.3	1.3	1.2	15.4	9.0	6.4
CC -Care Manage & Review	47.9	1.2	0.1	1.0	1.2	1.2	0.7	1.7	1.5	1.5	2.5	1.5	0.9	15.2	9.0	6.2
Criminal Justice	66.8	1.0	1.1	1.2	1.3	1.0	1.4	1.1	0.8	0.1	0.6	1.4	1.7	12.8	9.0	3.8
Res - Business Support	189.5	0.8	0.6	0.8	0.8	0.4	0.6	0.7	0.8	0.6	0.9	0.7	0.8	8.6	9.0	-0.4
Res - Money Matters	21.0	0.7	0.7	0.7	0.7	0.4	0.2	0.5	0.5	1.1	2.3	0.8	0.8	9.5	9.0	0.5
Res - Planning & Perform	4.8	4.0	3.5	3.5	3.8	3.5	1.6	0.0	0.0	0.0	0.0	0.0	0.0	19.9	9.0	10.9
Res - Service Develop	20.5	1.0	0.0	0.2	0.0	1.2	1.1	2.1	1.2	1.3	0.9	1.1	1.9	11.9	9.0	2.9
Social Services & Health Total	**1219.8**	**1.0**	**0.9**	**1.0**	**1.1**	**1.1**	**1.1**	**1.2**	**1.0**	**0.8**	**1.1**	**1.2**	**1.1**	**12.6**	**9.0**	**3.6**
Whole Council	**5689.7**	**0.6**	**0.7**	**0.7**	**0.6**	**0.6**	**0.7**	**0.7**	**0.7**	**0.6**	**0.8**	**0.7**	**0.7**	**8.1**	**7.9**	**0.2**

Table 2: **NHS Staffing Absence 2015/16**

Organisation & HR Development — Current month absence for March 2016 — Current year accumulative as at 31 March 2016

Workforce Futures

North Ayrshire H&SCP	Contracted Hours	Short Term Sick Hrs	Short Term Sick %	LongTerm Sick Hrs	LongTerm Sick %	All Sick %	Maternity Leave Hrs	Maternity Leave %	Absence relating to EFPs* Hrs	Absence relating to EFPs* %	Contracted Hours	Short Term Sick Hrs	Short Term Sick %	LongTerm Sick Hrs	LongTerm Sick %	All Sick %	Maternity Leave Hrs	Maternity Leave %	Absence relating to EFPs* Hrs	Absence relating to EFPs* %
Business Support North																				
Community Locality Admin North	1355	22	1.62%	0	0.00%	1.62%	0	0.0%	18	1.33%	17337	49	0.28%	32	0.18%	0.46%	0	0.0%	29	0.17%
Elderly Mental Health Services	166	0	0.00%	0	0.00%	0.00%	0	0.0%	8	4.52%	1961	0	0.00%	0	0.00%	0.00%	0	0.0%	15	0.77%
Mental Health Services	2162	8	0.35%	0	0.00%	0.35%	0	0.0%	14	0.63%	31411	561	1.79%	0	0.00%	1.79%	0	0.0%	446	1.42%
Mental Health Support	19584	339	1.73%	718	3.67%	5.40%	276	1.4%	151	0.77%	229787	2693	1.17%	5067	2.20%	3.38%	3345	1.5%	2469	1.07%
North Ayrshire Management & Admin	2274	8	0.33%	173	7.59%	7.92%	104	4.6%	45	1.98%	27476	106	0.39%	996	3.63%	4.01%	896	3.3%	247	0.90%
Business Support North	25542	376	1.47%	891	3.49%	4.96%	380	1.5%	235	0.92%	307972	3409	1.11%	6095	1.98%	3.09%	4240	1.4%	3206	1.04%
Children's Health / Care & Justice Services North																				
Child Services	1888	5	0.26%	0	0.00%	0.26%	0	0.0%	0	0.00%	22854	354	1.55%	1056	4.62%	6.17%	0	0.0%	214	0.94%
Early Years Children & Families North	9511	38	0.39%	270	2.84%	3.23%	0	0.0%	117	1.23%	116476	1730	1.49%	2345	2.01%	3.50%	693	0.6%	2558	2.20%
Children's Health / Care & Justice Services North	11399	43	0.37%	270	2.37%	2.74%	0	0.0%	117	1.03%	139331	2084	1.50%	3400	2.44%	3.94%	693	0.5%	2772	1.99%
Community Health & Care Services North																				
Community Health & Social Care North	4384	60	1.37%	9	0.19%	1.56%	0	0.0%	63	1.44%	46375	874	1.88%	1718	3.71%	5.59%	0	0.0%	471	1.01%
District Nursing North	10301	148	1.44%	113	1.09%	2.53%	0	0.0%	50	0.48%	121249	1668	1.38%	2252	1.86%	3.23%	0	0.0%	907	0.75%
Intermediate Care & Enablement Service North	3898	32	0.82%	0	0.00%	0.82%	0	0.0%	36	0.92%	45398	799	1.76%	608	1.34%	3.10%	0	0.0%	520	1.15%
North Partnership Management Team	622										8475									
Older People Services North	11459	269	2.35%	529	4.61%	6.96%	110	1.0%	22	0.19%	137821	3832	2.78%	12515	9.08%	11.86%	811	0.6%	1098	0.80%
Remote & Rural North	8129	132	1.62%	501	6.16%	7.78%	173	2.1%	0	0.00%	95372	1075	1.13%	4064	4.26%	5.39%	1005	1.1%	1157	1.21%
Community Health & Care Services North	38793	641	1.65%	1150	2.96%	4.62%	283	0.7%	170	0.44%	454690	8247	1.81%	21157	4.65%	6.47%	1816	0.4%	4152	0.91%

	Contracted Hours	Short Term Sick		LongTerm Sick		All Sick	Maternity Leave		Absence relating to EFPs*		Contracted Hours	Short Term Sick		LongTerm Sick		All Sick	Maternity Leave		Absence relating to EFPs*	
North Ayrshire H&SCP		Hrs	%	Hrs	%	%	Hrs	%	Hrs	%		Hrs	%	Hrs	%	%	Hrs	%	Hrs	%
Lead Partnership North																				
Addictions North	9671	181	1.88%	333	3.45%	5.32%	84	0.9%	26	0.27%	108335	2299	2.12%	4073	3.76%	5.88%	2816	2.6%	823	0.76%
Associate Medical Director	10366	240	2.32%	200	1.93%	4.24%	184	1.8%	4	0.04%	124135	1297	1.04%	1288	1.04%	2.08%	3768	3.0%	767	0.62%
EMH Community North	1893	8	0.40%	0	0.00%	0.40%	0	0.0%	0	0.00%	24569	326	1.33%	1185	4.82%	6.15%	0	0.0%	349	1.42%
EMH In-patient North	24372	780	3.20%	1562	6.41%	9.61%	518	2.1%	239	0.98%	294352	7780	2.64%	14772	5.02%	7.66%	5137	1.7%	3889	1.32%
Health & Social Care Management	830										5545	8	0.14%	0	0.00%	0.14%	0	0.0%	0	0.00%
MH - Adult Community North	10761	390	3.63%	333	3.09%	6.72%	30	0.3%	45	0.42%	127671	2481	1.94%	5777	4.52%	6.47%	1926	1.5%	2321	1.82%
MH - Adult Mental Health In Patient	43620	901	2.07%	1803	4.13%	6.20%	581	1.3%	472	1.08%	487178	11661	2.39%	27049	5.55%	7.95%	7226	1.5%	5172	1.06%
MH - Child & Adolescent Mental Health	6061	183	3.01%	105	1.73%	4.74%	413	6.8%	45	0.74%	75643	1786	2.36%	3216	4.25%	6.61%	1703	2.3%	1073	1.42%
MH - EMH Community North	266										2357	22	0.91%	225	9.55%	10.46%	0	0.0%	34	1.43%
MH - Learning Disabilities	11419	113	0.99%	602	5.27%	6.27%	420	3.7%	81	0.71%	140550	3856	2.74%	6088	4.33%	7.07%	2348	1.7%	1729	1.23%
MH - Psychology	14474	345	2.38%	0	0.00%	2.38%	690	4.8%	124	0.86%	169924	2826	1.66%	2743	1.61%	3.28%	12264	7.2%	2622	1.54%
Lead Partnership North	133733	3141	2.35%	4939	3.69%	6.04%	2919	2.2%	1036	0.78%	1560260	34341	2.20%	66416	4.26%	6.46%	37186	2.4%	18779	1.20%
Total for North Ayrshire H&SCP	209467	4201	2.01%	7249	3.46%	5.47%	3582	1.7%	1558	0.74%	2462252	48080	1.95%	97067	3.94%	5.89%	43936	1.8%	28908	1.17

Appendix 2 -Finance Information

Post Holder	Post Title	14/15 Variance Over/(Under) Spend	FY15/16 Budget (Gross)	15/16Variance Over/(Under) Spend	Main Area of Over / (under) spend
Health and Community Care					
Alan Stout	Senior Manager - Arran and Cumbrae	254,909	3,399,170	90,470	£57k Arran nursing over establishment
Helen McArthur	Senior Manager - Community Care Services	1,358,209	19,698,494	583,482	Care at Home
Isabel Marr	Senior Manager - Long Term Conditions	10,661	4,280,378	(217,610)	NAC - £50k SDS budget (staff vacancies) NHS - £133k Vacancies in community teams and part year vacancy in management post
Mary Francey	Senior Manager - Locality Services	1,065,605	27,312,813	(504,887)	Older People Residential and Nursing Care
Stuart Gaw	Senior Manager - Health and Community Care	106,408	2,745,336	(93,738)	Underspend due to vacancies across a number of services including ICES and day hospital
		2,795,792	**57,436,191**	**(142,283)**	
Children, Families and Criminal Justice					
Alison Paterson	Senior Manager - Practice and Policy	(76,241)	873,338	(67,527)	
Andrew Keir	Manager - GIRFEC	(40,433)	262,889	(8,901)	
David MacRitchie	Senior Manager - Criminal Justice Services	(96,608)	17	(203,260)	Year End allocation of Support Costs still to be allocated from Business Support
Donna McKee	Senior Manager - Early Years	(113,618)	4,380,019	48,159	
Elizabeth Stewart	Senior Manager - Fieldwork	901,880	5,109,765	1,375,208	Care Packages - Children with Disabilities
Jillian Ingram	CP Lead Officer	(1,177)	138,486	5,982	
Mae Henderson	Senior Manager - Looked After and Accommodated Children	391,353	14,792,633	414,970	Kinship, Fostering and Adoption Payments
Marjorie Adams	Programme Manager - Early Intervention and Prevention	21,509	81,452	(2,482)	
Mark Inglis	Senior Manager - Intervention Services	(309,672)	3,700,780	(104,032)	
		676,993	**29,339,379**	**1,458,117**	

Mental Health					
Cathy Kyle	Head of Psychology	(34,027)	4,617,084	(160,569)	Vacancies in Year
Dale Meller	Senior Manager - Community Mental Health	(287,602)	5,709,210	79,057	
John McCaig	Senior Manager - Learning Disabilities	(218,667)	17,852,029	54,524	
Peter McArthur	Senior Manager - Addictions	(210,988)	6,718,242	(150,181)	Staff vacancies
Thelma Bowers	Head of Service - Mental Health	(8,812)	794,642	(241,345)	Unallocated resource transfer reserve held for future discharges
Tommy Stevenson	Senior Manager - CAMHS	(176,833)	1,938,539	(70,221)	Vacancies in Year
William Lauder	Senior Manager (inpatients) MH and Forensic	1,468,687	16,016,059	899,811	High use of supplementary staffing in adult acute beds due to acuity of patients and constant observations
		531,758	**53,645,805**	**411,076**	
Other Services					
Paul Kerr	Clinical Director	874,120	47,393,320	468,978	Prescribing
Derek Barron	Associate Nurse Director	(40,852)	430,934	(36,872)	
John Taylor	Associate Medical Director	696,159	10,499,150	(45,222)	
Iona Colvin	Chief Officer	62,402	431,413	35,559	CD post unfunded
Andy Mathie	Community Services - Locality Manager	(76,515)	669,110	(42,141)	Vacancies in year
Jessie Mitchell	Admin Manager	(56,753)	6,055,041	(147,657)	£140k Fav NHS due to vacancies across a number of teams
Julie Davis	Manager - Business Support	6,146	234,037	358,630	Central Support Charges to be allocated to Criminal Justice
Betty Saunders	Service Development Team	(95,998)	407,555	(58,090)	Vacancies in year
Jo Gibson	Principal Manager - Planning and Performance (includes ICF)	(196,441)	3,905,289	(224,533)	£94k underspend in Business Development £141k NHS underspend due to Keepwell service finishing
		5,176,811	**210,447,224**	**2,035,562**	

NORTH AYRSHIRE COUNCIL

Agenda Item 6

24 August 2016

Scrutiny and Petitions Committee

Title:	**Performance Management Update**
Purpose:	To provide an update on Performance Management arrangements.
Recommendation:	That Committee agrees to note (a) the changes to the Performance Management Forum; (b) the progress on the Performance Management Forum (PMF) work plan 15/16 and Recognised for Excellence; and (c) the work plan for 16/17

1. Executive Summary

1.1 Audit Scotland's 2014/15 audit of the Council highlights that the Council's 'Good to Great' journey underpins its updated Performance Management Strategy and is incorporated within each of the Directorate Plans and appropriate performance management arrangements are in place.

1.2 The Council's good to great improvement journey includes service modernisation and transformation and cultural change. The journey focuses on five themes – communities, places, partnerships, processes and people.

1.3 A Performance Management Forum (PMF) was established in 2013 to support the vision and comprises membership from all Directorates. The key role of the PMF is to embed a high performance culture in North Ayrshire Council.

1.4 The role and remit of the Performance Management Forum has recently been reviewed.

1.5 This report provides an update on the progress of Performance Management arrangements within the Council.

2. Background

Performance Management Strategy

2.1 The refreshed Performance Management Strategy was approved by Cabinet on 20 April 2015.

2.2 The refreshed Performance Management Strategy focuses on continuing to support and underpin the Council's good to great journey and embedding a high performance management culture across the Council.

2.3 The refreshed performance management vision is - *we want to be recognised internally and externally as a **great** Council* .

3. Proposals

Performance Management Forum

3.1 Following a facilitated session with the Improvement Service it was agreed that the purpose and remit of the Forum needed to better reflect the changing performance agenda. There was also a need to focus the work of the Forum on progress in delivering Council priorities.

3.2 The membership of the Forum has been changed to Senior Officers with responsibility for performance to reflect a more strategic focus.

3.3 The remit of the PMF has been refreshed to include the following functions:

- drive performance management across the council
- challenge the status quo around performance management in the Council
- provide performance evidence to support change and transformation
- lead the ongoing development, implementation and monitoring of the R4E Improvement Plan
- provide guidance to the Council on future R4E and other award submissions
- support Locality Partnerships in their performance management arrangements
- provide training and support to Elected Members and staff
- direct self-assessment and improvement within services
- external engagement with Improvement Service and LGBF family groups to ensure a North Ayrshire perspective is considered nationally
- ensure we have Performance Officers with the right skills so that we have shared knowledge and understanding of performance across the organisation

Performance Management Forum Work Plan 15/16

3.4 Detailed progress on the PMF work plan 15/16 is attached at Appendix One.

3.5   The actions below which are slightly adrift of target are noted below:

Implement /monitor R4E Improvement Plan
2015/16 - Quarter Four Update: An improvement plan has been developed and was agreed by Cabinet on 19 January 2016. Meetings have taken place with Executive Directors.

Support the PMF's contribution/linkage to RIPE Group
2015/16 - Quarter Four Update: The Strategic Management Team agreed that the RIPE group should be disbanded and improved performance management arrangements should be established for the CPP.

Performance Management Forum Work Plan 16/17

3.6   An updated workplan for 16/17 is attached at Appendix Two. The work plan reflects the outputs from the workshop with the Improvement Service and the change of focus for the PMF.

Recognised for Excellence

3.7   The Council achieved Quality Scotland's Recognised for Excellence award in June 2015.

3.8   Following feedback from Quality Scotland an improvement plan was developed which was agreed by Cabinet on the 19 January 2016. The Improvement Plan focuses on three key areas:

• Performance Measures – ensuring we have the correct indicators to track delivery of our Council Plan
• Performance Staff – agreeing recommendations on how best to manage and structure performance management staff
• Knowledge Hub - developing a central intelligence infrastructure which will be the key foundation towards the creation of an Intelligent Council.

3.9   Work on the above areas is ongoing and will be further progressed in 2016 by the PMF.

3.10   It is proposed that Committee agrees to note (a) the changes to the Performance Management Forum; (b) the progress on the Performance Management Forum (PMF) work plan 15/16 and Recognised for Excellence, and   (c) the work plan for 16/17.

4. Implications

Financial:	It is anticipated that a robust performance management strategy will allow the Council to deliver its services in more effective and efficient manner, leading to longer term financial savings.
Human Resources:	The Council aims to further embed an effective performance management culture throughout the organisation. One of the key aims of the 'People Strategy' is to support and drive an organisational culture where excellence and innovation thrive and each employee has a clear 'line of sight' from their individual roles to key Council priorities. This aim has already been reflected within a completely revamped PPD process, which builds in both individual performance objectives as well as our new values, to reflect the importance of behaviours on performance outcomes.
Legal:	There are no legal implications.
Equality:	Through including equality performance measures, the Council will be able to embed it's equality obligations throughout its work.
Environmental & Sustainability:	There are no environmental and sustainability implications.
Key Priorities:	This report helps to support and deliver the Council's Strategic Priorities.
Community Benefits:	There are no community benefit implications.

5. Consultation

5.1 The Executive Leadership Team discussed the report on 1 June 2016. Cabinet agreed the report on 21 June 2016.

ELMA MURRAY
Chief Executive

Reference :
For further information please contact Anne Todd, Senior Policy and Performance Officer on 01294 324140

Background Papers
Performance Management Strategy

PM Strategy 2015-16 - All Actions with notes
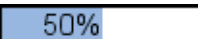
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Expected Outcome	
On Target / Complete	14
Slightly Adrift of Target	2

Code	Description	Expected Outcome	Progress Bar	Note	Due Date	Managed By	Assigned To
PMFWP1516_01a	Implement balanced scorecard approach to reporting. Presenting the Council's 'Performance Story' e.g. performance on a page/use of infographs.	●	100%	**2015/16 - Quarter Four Update**: The work on the Council Plan scorecard, Directorate Plans, Operational Plans and the Local Government Benchmarking Framework (LGBF) all help inform presenting the Council's performance on a page.Work will continue to ensure we have robust performance measures. This ensures we have the correct measures to track performance in delivering the Council Plan. This work will inform the Council Plan scorecard. The development of Browser portals have also facilitated performance on a page. Several infographs were incorporated into the APR 2014/15.	30-Sep-2015		Anne Todd
PMFWP1516_01b	Develop further our approach to public performance reporting	●	100%	**2015/16 - Quarter Four Update**: Feedback from Audit Scotland on our public performance reporting arrangements was positive. Meetings took place with the Directorates to discuss how	29-Feb-2016		Anne Todd

1

				we could further enhance our public performance reporting for 14/15. The outputs of the meeting and the further use of infographs were incorporated into the Annual Performance Report 14/15. The Annual Performance Report/Public Performance Reporting report was presented to the ECMT on the 26 August 2015. The report was approved by Cabinet on the 29 September 2015. Infographs helped with making our performance information more accessible to the residents of North Ayrshire. Our public performance reporting is regularly reviewed.			
PMFWP1516_01c	Develop an approach to public performance reporting on a locality basis	●	100%	**2015/16 - Quarter Four Update**: The Locality Planning workstream has agreed a template for Locality Plans. The design for this is being finalised in conjunction with NAC Communications. There are ongoing discussions with CPP partners about streamlining performance reporting between current mechanisms and through the locality structures **Comments on position/steps being taken to remedy off target actions (please delete this heading)** **Additional Information (please delete this heading)**	31-Dec-2015		Jo Gibson; Morna Rae
PMFWP1516_01d	Undertake a review of the Directorate Planning guide 2015/18	●	100%	**2015/16 - Quarter Four Update**: The CMT agreed that the Directorate Plans would undergo a slight refresh for 2016/19. The	30-Sep-2015		

2
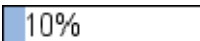
				guidance was updated to reflect the decision. The Directorate Plans 2016/19 will be reported to Cabinet on the 26 April 2016.			
PMFWP1516_01e	Review the findings of the R4E final report and agree actions and timescales	🟢	100%	**2015/16 - Quarter Four Update**: The R4E Improvement Plan report was agreed by Cabinet on 19 January. The report included high level timescales. Meetings with Executive Directors have taken place.	31-Jul-2015		Anne Todd
PMFWP1516_01f	Implement /monitor R4E Improvement Plan	🔺	50%	**2015/16 - Quarter Four Update**: An improvement plan has been developed and agreed by Cabinet on 19 January 2016. Meetings have taken place with Executive Directors.	31-Mar-2016		Anne Todd
PMFWP1516_02a	Implement a process of Performance Review meetings across the Council chaired by the Chief Executive and supported by a small panel.	🟢	100%	**2015/16 - Quarter Four Update**: The process for developing performance review meetings is complete. Meetings took place throughout the month of November. Executive Directors presented their six monthly performance to a panel chaired by the Chief Executive. The meetings ensure the visibility of services and performance at Chief Executive and Director level, the sharing of best practice and the celebration of success. An action plan was issued following the meeting detailing agreed actions. Progress	31-Aug-2015		Anne Todd

3

				against agreed actions will be discussed at future meetings. A report on the further development of the performance review meetings was presented to the ECMT on the 27 January 2016. The second round of performance review meetings will take place in May 2016. The meetings will focus on the end of year performance.			
PMFWP1516_03a	Develop an approach that actively promotes a culture of learning from best practice internally and externally	●	100%	**2015/16 - Quarter Four Update**: The Performance Review meetings are an opportunity to showcase and share good practice and this is a feature of the recorded outputs from the meetings. The Council is also involved and leading some of the LGBF Family Groups which will enable the sharing of good practice.	31-Mar-2016		
PMFWP1516_03b	Support the LGBF programme of activity	●	100%	**2015/16 - Quarter Four Update**: The data for the 14/15 LGBF indicator was launched on the 29 January 2016.Feedback was received from all Directorates regarding the improvement activity being undertaken for the LGBF indicators. A report outlining the Council's position and outlining current and future improvement work has been produced and will be presented to the CMT before being reported to Cabinet. The Council is also involved and leading some of the LGBF Family Groups. The Council Tax	31-Mar-2016		~~Scott Ross~~; Anne Todd

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				benchmarking group is reviewing collections levels across low valuation bands and any good practice will feed into the debt recovery strategy. The Council is also the LGBF Lead for Museums Family Group Two. This is now a 10 authority group and has met for in-depth discussion of performance, to share best practice and drive improvement. The group has shared good practice in use of social media for marketing, innovative ways of carrying out surveys and managing volunteers. Until the LGBF Libraries Family Group is established there will be continued participation in quarterly, 8 authority-wide ABC Benchmarking Group meetings which compare performance and share good practice. The Council's Quickr platform is used for comparing data about performance, events programmes, with integrated customer satisfaction feedback, and social media uptake.			
PMFWP1516_04a	Support self assessment exercises across the Council	●	100%	**2015/16 - Quarter Four Update**:Each of the Council's Directorates continues to undertake a broad range of self-assessment activity to help inform their strategic planning and promote improved performance across services. Two internal self-assessment exercises were conducted by Economy and Communities and Democratic Services employing the EFQM framework, and were concluded in February 2016. The ECMT approved the EFQM as the preferred self assessment model for the Council on the 9 March 2016. The adoption of the EFQM reflects and continues the excellence journey and offers the best fit in pursuing future R4E submissions.	31-Mar-2016		~~Michael Byers~~; Anne Todd

5

PMFWP1516_04b	Establish a set of self-assessment core principles	🟢	100%	**2015/16 - Quarter Four Update**: The ECMT approved the EFQM as the preferred self assessment model for the Council on the 9 March 2016. The adoption of the EFQM reflects and continues the excellence journey and offers the best fit in pursuing future R4E submissions. The Performance Management Forum will develop a programme for self assessment across the Council.	30-Sep-2015		~~Michael Byers~~
PMFWP1516_04c	Prepare a discussion paper on self-assessment for the CMT	🟢	100%	**2015/16 - Quarter Four Update**: Discussion papers were prepared and presented to the ECMT in January and March 2016.	30-Nov-2015		~~Michael Byers~~
PMFWP1516_05a	Develop a Corporate Awards Framework	🟢	100%	**2015/16 - Quarter Four Update**: The Performance Management Forum approved the draft framework on 8 September 2015 and it was agreed by the CMT on the 7 October 2015. The framework was also reviewed by Cabinet on 8 December 2015.	31-Aug-2015		Lauren Cameron; Anne Todd
PMFWP1516_05b	Coordinate and support Services to submit applications for external awards	🟢	100%	**2015/16 - Quarter Four Update**:The submissions for the COSLA Excellence Awards 2016 were co-ordinated by the Democratic Services Policy and Performance Team. A Peer Review Group was established to review the submissions. The final	31-Mar-2016		Lauren Cameron; Anne Todd

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				submissions were reviewed by the Marketing and Communications Team before being approved by the CMT. Submissions were made centrally by the Policy and Performance Team. Eight submissions were longleeted. Support will be provided to services that wish to submit entries to APSE, MJ and other corporate awards. Meetings have taken place with Communications to consider ways to improve the process for the 2017 CoSLA Awards.			
PMFWP1516_05c	Undertake a peer review of external award applications	🟢	100%	**2015/16 - Quarter Four Update**: A peer review panel was established to assess the COSLA applications. Proposed membership of a Peer Review Group for the Corporate Awards Framework was discussed and agreed by the CMT on the 7 October 2015. The PMF members will take on the role of the Peer Review Group as and when required.	31-Mar-2016		Lauren Cameron; Anne Todd
PMFWP1516_06a	Support the PMF's contribution/linkage to RIPE Group	⚠️	10%	**2015/16 - Quarter Four Update**: The Strategic Management Team agreed that the RIPE group should be disbanded and establish improved performance management arrangements for the CPP.	31-Mar-2016		Morna Rae

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Performance Management Forum Work Plan 2016/17			
Developing a consistent approach to performance management through embedding the performance management strategy Strengthening our approach to public performance reporting			
Action	**Lead responsibility**	**Outcome/Impact**	**Timescale**
Identify PMF Outcomes	Heads of Service	PMF more focused on strategic issues	31 August 2016
Direct ongoing development, implementation /monitoring of the R4E Improvement Plan Agree Leads	PMF	Improved performance against priorities/objectives.	31 March 2017 31 August 2016
Identify and agree Council PIs	PMF/Heads of Service	Robust monitoring of the Council Plan	30 November 2016
Undertake Performance Officers skills and training audit	TBC	Identified training needs	30 November 2016
Deliver Performance Officer training	TBC	Performance Officers have received relevant training	31 March 2017
Identify Elected Member development needs	PMF/Organisational Development	Identified training needs	30 November 2016
Support Elected Member development	PMF/Organisational Development	Members will be fully informed to undertake scrutiny of performance	31 March 2017
Provide performance evidence to support change and transformation	PMF	Improved performance against priorities/objectives	31 March 2017
Develop further our approach to public performance reporting	PMF	Improved access to PPR material Completed Annual Performance Report Further use of infographs Positive Assessment from Audit Scotland	Two stages: October 2016 March 2017
Support Locality Partnerships in their performance management arrangements	PMF/CPP	Improved access to PPR material at a locality level	September - March 2017
Supporting a culture of constructive challenge between Services			
Support the process of Performance Review meetings across the Council chaired by the Chief Executive and supported by a small panel	PMF	A culture of constructive challenge is embedded throughout the Council. Improved self- assessment of service performance.	March 2017
Promoting a culture of learning from best practice			

External engagement with Improvement Service and LGBF family groups to ensure a North Ayrshire perspective is considered nationally	PMF	Learning from internal and external best practice can be evidenced. Evidence of benchmarking activity identified and shared.	31 March 2017
Developing a culture of self-evaluation and improvement which informs the service planning process			
Direct self-assessment and improvement within services	PMF	Consistent approach to self- assessment.	31 March 2017
Encouraging and supporting applications for external recognition			
Provide guidance on future R4E and other award submissions	PMF	The Council is recognised externally as a leading Council.	31 March 2017

NORTH AYRSHIRE COUNCIL

Agenda Item 7

24 August 2016

Scrutiny and Petitions Committee

Title:	**2015/16 Complaint Report**
Purpose:	To inform the Scrutiny and Petitions Committee of the volumes and trends of complaints in financial year 2015/16 and the improvement actions undertaken by Services
Recommendation:	That the Committee notes the report and improvement actions undertaken

1. **Executive Summary**

1.1 This report details complaint information relating to North Ayrshire Council (NAC) in financial year 2015/16, covering the period 1 April 2015 to 31 March 2016.

1.2 The report details the number of expressions of dissatisfaction received from North Ayrshire customers and residents that are then classified and actioned as corporate complaints, service requests or enquiries.

1.3 In order to allow a year on year comparison, the report also details complaint data covering financial years 2014/15 and 2013/14.

1.4 Please note some of the performance indicators have national targets whilst others do not.

2. **Background**

2.1 This section contains statistical information and commentary on some of the key complaint performance indicators devised by the Scottish Public Services Ombudsman (SPSO) in conjunction with all 32 Scottish councils. Full details for each indicator can be found in the attached report.

2.2   *Volume of complaints received and closed*
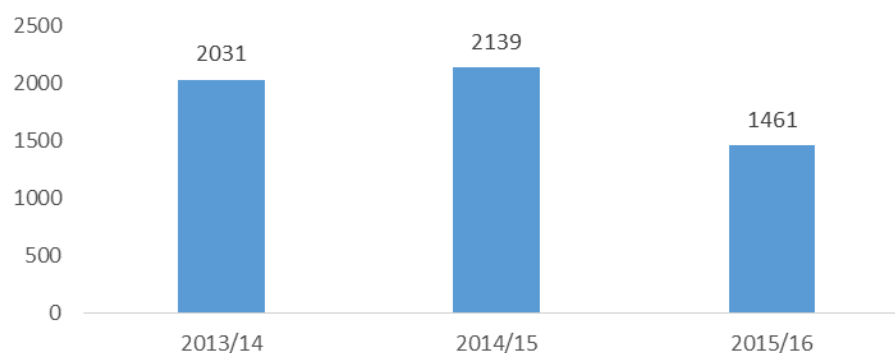
2.2.1   A 32% reduction in complaints received 2015/16 compared to 2014/15 and a 28% reduction compared to 2013/14. The higher volumes in previous years is due to an uplift in Waste Services complaints as a result of kerbside bin collection changes in 2014. As the changes became embedded over the two years, the volume of Waste Services complaints reduced and is reflected in the overall volume of complaints for 2015/16.

2.2.2   There is no target for the volume of complaints the Council should receive as this is an unknown quantity and cannot be predicted.

2.3   *Complaints closed at each Stage*
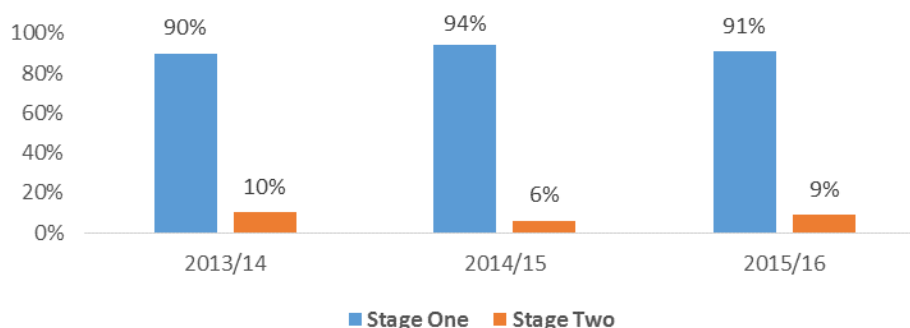
2.3.1   There is no target for the number of complaints handled under each Stage as the Council cannot predict the number that will be complex or not, however, Services should be able to close the majority at Stage One as many will be non-complex in nature.

2.4 *Complaint outcomes*

Chart legend: Upheld/Partially Upheld, Not Upheld- Quality, Not Upheld - Policy, Not Upheld - Regulatory

	2013/14	2014/15	2015/16
Upheld/Partially Upheld	70%	73%	53%
Not Upheld- Quality	21%	19%	35%
Not Upheld - Policy	7%	7%	10%
Not Upheld - Regulatory	2%	1%	2%
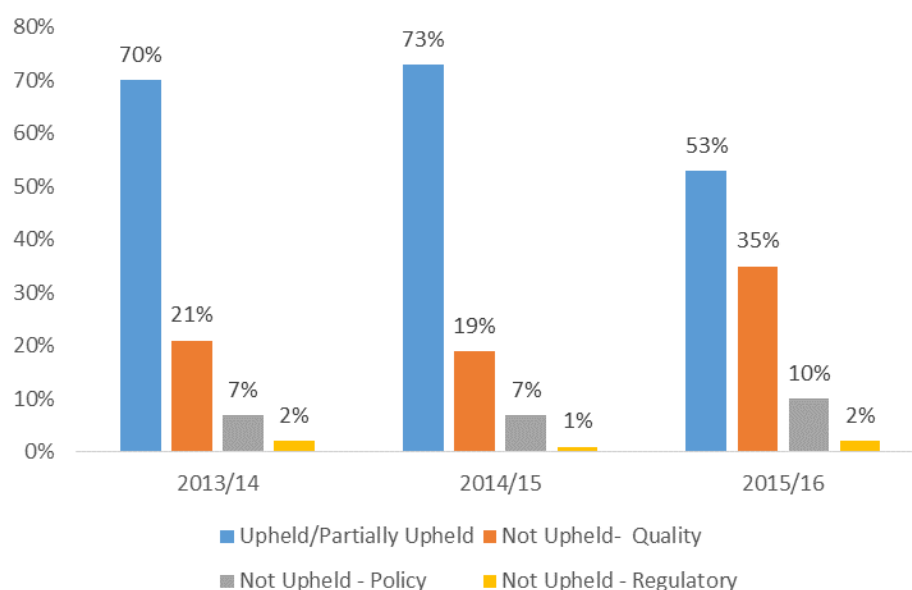
2.4.1 There is no target for the number of complaints the Council should uphold as outcomes are unique to each complaint and cannot be predicted, however, the average volume of upheld/partially upheld complaints in the last 3 years equates to 67% of all complaints received.

2.4.2 The increase in complaints not upheld due to "Quality" in 2015/16 was due to an increase in complaints being logged online that turned out to be service requests, observations or enquiries and some were complaints raised anonymously that were so poor in substance the Council could not act upon them or contact the complainants for more information.

2.5 *Average time in working days for a full response under each Stage*

Stage One - Average days to resolve

	2013/14	2014/15	2015/16
average days to resolve	3.7	3.1	3.1

Legend: average days to resolve, SPSO target
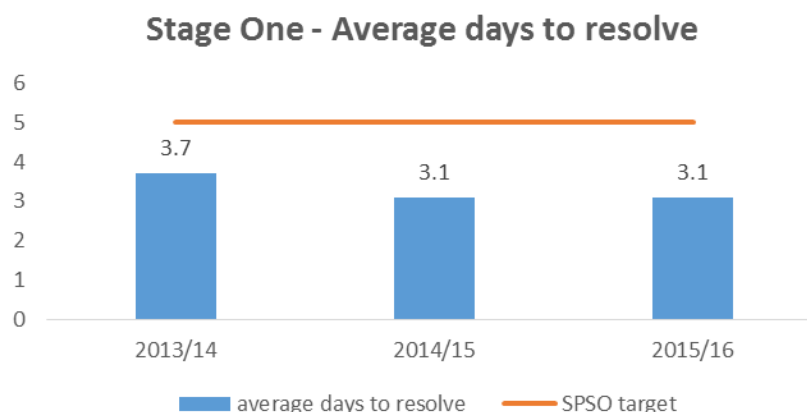
Stage Two - Average days to resolve
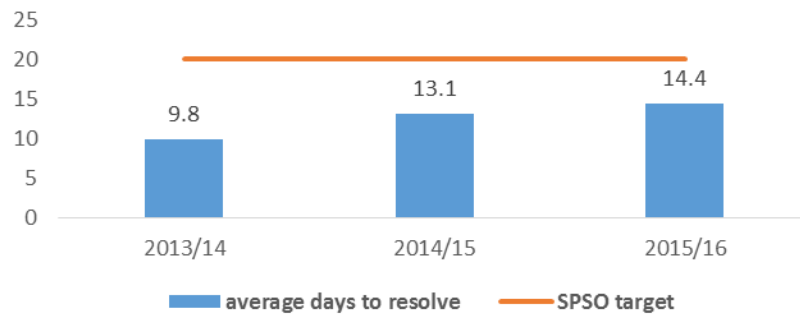
2.5.1 The average time in working days for a response under both Stages has consistently met the SPSO target response times since the procedure went live in April 2013.

2.5.2 Although there is an increase in the average days when comparing Stage Two complaints over the years, full investigations have to be completed before the Council can state its position. Services are therefore not encouraged to resolve these quickly and focus on the quality and not the speediness of the response, however, as the average number of days has gradually increased over the last three years, Services will be asked to confirm if there are any underlying reasons for this.

2.6 *Complaints closed within timescale*
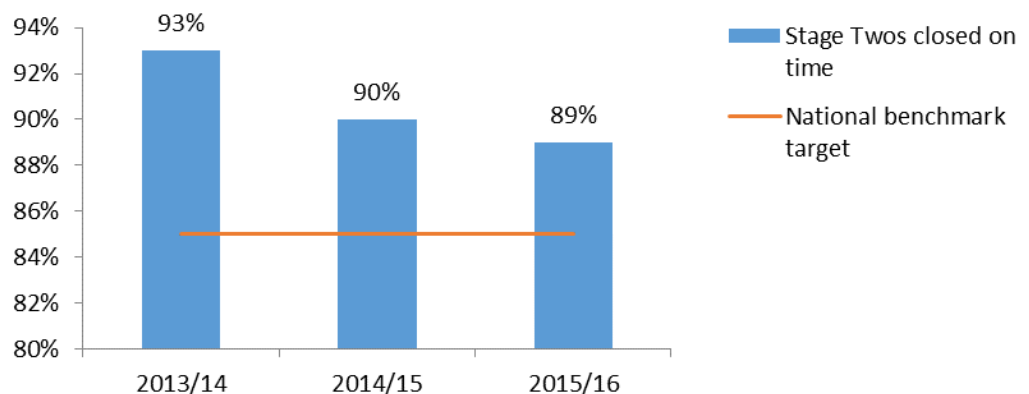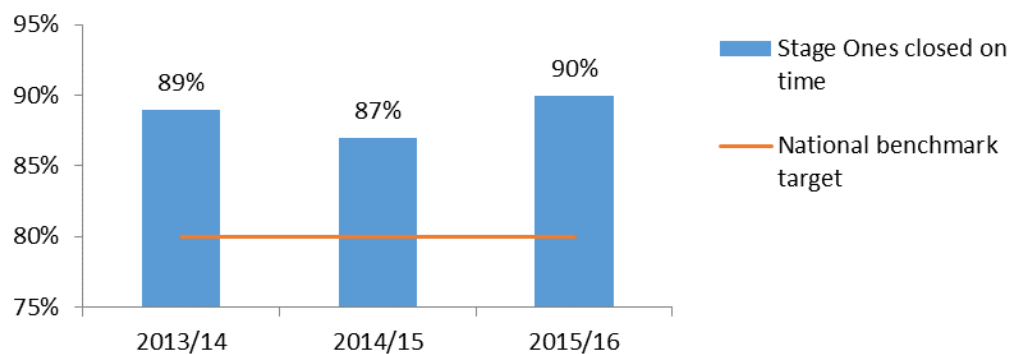
2.6.1 The Improvement Service conducted analysis of 2014/15 complaint data across all 32 Scottish councils and national averages were calculated for complaints closed on time for Stage One and Stage Two. These averages were 80% and 85% respectively and are used to benchmark complaint data. NAC are meeting or exceeding these benchmarks.

2.6.2 A number of Stage Two complaints did not meet timescale in 2015/16 due to investigations taking longer because of their complexity, key employees not being available to assist with investigations and offices/departments being closed at certain periods during the year.

2.6.3 Extensions to the Stage One and Stage Two timescales could have been approved because of these factors and a communication was issued across the Council in January 23016 that may result in an increase in extension being request and granted in 2016/17. This may result in more complaints across both Stages meeting timescale.

2.7 *SPSO referrals*

2.7.1 Once a customer has exhausted a Council's complaint handling procedure, they can approach the Scottish Public Services Ombudsman (SPSO) if they remain dissatisfied with the response.

2.7.2 1,764 customers across Scotland referred their complaints to the SPSO in 2015/16 because they were unhappy with their final responses.

2.7.3 42 (2%) related to referrals from North Ayrshire customers and the SPSO took an interest in 16 of these and requested 3 complaint files.

2.7.4 Of the 3 complaint files requested, the SPSO made a recommendation in relation to one (surrounding accurately identifying complaint elements) and the Service in question actioned this and the SPSO were satisfied with the outcome. No recommendations were made regarding the other two files but observations were made surrounding record-keeping and general communication with the customers. Again, the Service in question took steps to address these observations and the SPSO were satisfied with the actions taken.

2.7.5 Further information on SPSO referrals is contained within the attached report under Appendix 5.

3. Proposals

3.1 Improvement Actions.

A range of improvements across Services were introduced in 2015/16, including the following:

- Introduction of new technology
- Procedure reviews
- Procedure enhancements

3.2 Further information on the improvements are detailed in Appendix 3 in the attached report.

4. Implications

Financial:	There are no Financial implications
Human Resources:	There are no Human Resources implications
Legal:	There are no Legal implications
Equality:	There are no Equality implications
Environmental & Sustainability:	There are no Environmental implications
Key Priorities:	The Two Stage CHP supports the Council's key priority of delivering more effective and efficient service provision. Timely reports are produced with a focus on analysing trends and identifying improvements. Support and guidance from the centralised Complaint Team ensures greater consistency in complaint handling, improvements in response times and a reduction in duplication of effort.
Community Benefits:	The Two Stage CHP demonstrates a commitment to improve service delivery for North Ayrshire customers and residents

5.   Consultation

5.1   Complaint Handling Satisfaction Surveys are issued quarterly to customers who had cause to complain to capture their views on the Two Stage CHP and how Services handled their complaints.

5.2   The survey questions have been revised to ensure feedback is based on a user-led concept and two surveys using the new question bank were issued in 2015/16. Some key points to note from the survey are:-

67% of all respondents said they felt they should raise a complaint because something had gone wrong
54% said they felt raising a complaint would enable the Council to make things better
50% said they knew there would be a formal record of their complaint
47% said they felt confident raising their complaint
32% said they felt the staff handling their complaint were empowered to resolve it
82% said they would complain again if it was necessary
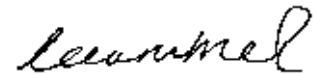
5.3   The full survey results are contained within the attached report under Appendix 2.

Leanmel

LAURA FRIEL
Executive Director (Finance and Corporate Support)

Reference :
For further information please contact Darren Miller on 01294 322988

Background Papers
0

North Ayrshire Council
Comhairle Siorrachd Àir a Tuath

Complaint Report 2015/16

Table of Contents

Introduction

Like all councils in Scotland, North Ayrshire Council (NAC) implemented a new model Complaint Handling Procedure (CHP) on 1 April 2013.

The CHP comprises two stages for handling complaints that the Council receive from the public:-

Stage One is classed as *Frontline Resolution* – these are straightforward, non-complex complaints the Council can resolve at the initial point of contact, or as close to the point of service delivery as possible.

Stage Two complaints are classed as *Investigations* – these are complaints the Council are typically unable to resolve at Stage One and need more time to carry out further investigation. This may be because the nature of the complaint is complex, sensitive, high risk or serious.

This report summarises NAC's performance in handling Stage One and Stage Two complaints during the financial year 2015/16 (which covers the period 1 April 2015 to 31 March 2016).

In order to allow a year on year comparison, the report also includes complaint data covering 2014/15 and 2013/14.

The statistics in the report are based on key performance indicators devised by the Scottish Public Services Ombudsman (SPSO) in conjunction with all 32 Scottish councils. It should be noted that only some of these performance indicators have targets.

Social Services manage a Three Stage CHP in line with the rest of Scotland and complaint data relating to this Service is detailed separately in the report. The Scottish Government is currently undertaking a review of Social Work complaints and alignment with the model CHP is expected within the next 12 months.

2015/16 Summary

A 32% reduction in complaints logged in 2015/16 compared to 2014/15 and a 28% reduction compared to 2013/14. As highlighted in previous reports, the lower volume in 2015/16 was due mainly to a reduction in Waste Services complaints as a result of kerbside collection changes becoming embedded during 2013/14 and 2014/15.

Complaints received in 2015/16 centred mainly round services not being available (or provided) and service requests not being completed to an appropriate standard.

The majority of complaints were resolved at Stage One, meaning most complainants received a response within 5 working days.

Around half of all complaints were upheld or partially upheld, highlighting genuine issues were being raised. Some good improvements made across the Services as a result of some complaints.

There has been an improvement in the percentage of Stage One complaints closed on time compared to 2014/15 but no significant change in the percentage of Stage Two complaints closed on time compared to the same year.

The average time in working days to close all complaints under both Stages were within SPSO (actual) target timescales.

The Improvement Service conducted a review of 2014/15 complaint data for all 32 Scottish Local Authorities and national benchmarks were determined for complaints closed on time for Stage One and Stage Two. NAC met both these benchmarks in 2015/16.

Over 300 compliments were recorded in Lagan across the Council in 2015/16 which is a 20% increase compared to the previous year. This was due to the recording process being simplified and communications and training on compliments being delivered.

The Complaint Handling Satisfaction Survey was revamped in 2015 to allow more meaningful feedback to be gathered. Customer responses to the surveys issued in 2015/16 are contained in this report.

1(a) – Volume of cases received and closed

	Volume of complaints (1)
2015/16	1,461
2014/15	2,139
2013/14	2,031

(1) The Glossary page details the 6 complaint criteria.

- A 32% reduction in complaints received in 2015/16 compared to 2014/15 and a 28% reduction compared to 2013/14. The volumes in 2013/14 and 2014/15 can be attributed to a significant uplift in complaints for Waste Services as a result of changes made to kerbside bin collections. As the changes became embedded, the volume of Waste complaints decreased and is reflective in the volume for 2015/16.

1(b) – Complaints received per thousand population

	Based on 136,130 residents*
2015/16	10
2014/15	15
2013/14	15

*Source *gro-scotland.gov.uk* mid-2015 estimate

- The decrease in 2015/16 compared to previous years is due to a lower volume of Waste Services complaints now being received.

- The 2015/16 value is equivalent to complaints being received from 1% of the North Ayrshire population.

1(c) – Analysis by geographical area
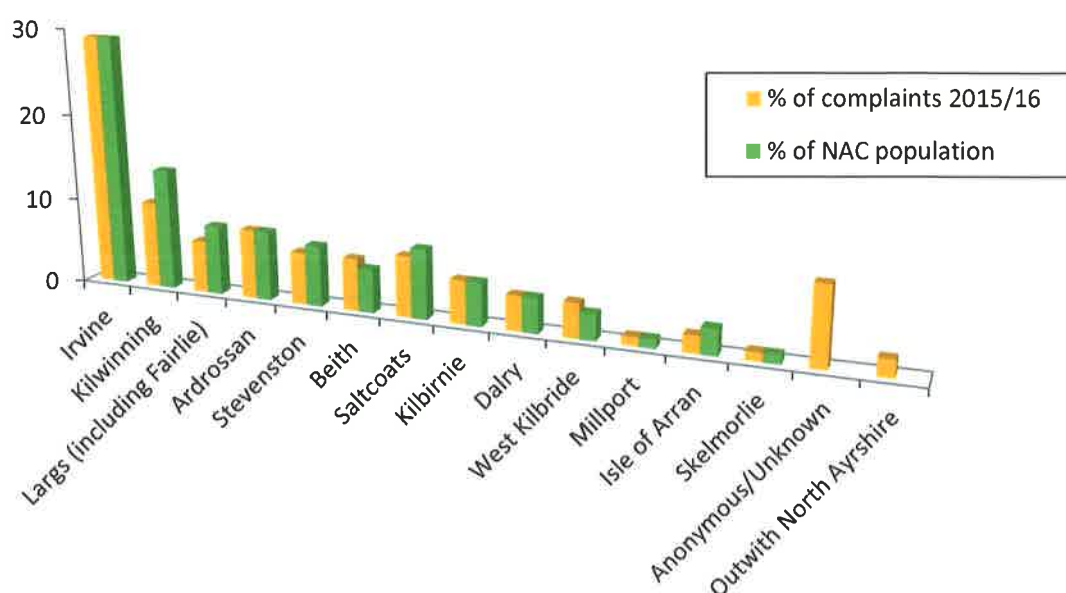
- Residents and customers of Irvine and Kilwinning raised the highest volume of complaints in 2015/16. This was expected given the population size of the two towns.

- 9% of complainants chose to remain anonymous when logging their complaints (mainly through the online facility) and the substance of each complaint was investigated where possible.

- 2% of all complaints were made by individuals residing outwith North Ayrshire. Again, the substance of each complaint was fully investigated, where possible, in line with the Two Stage CHP.

1(d) – Analysis by channel
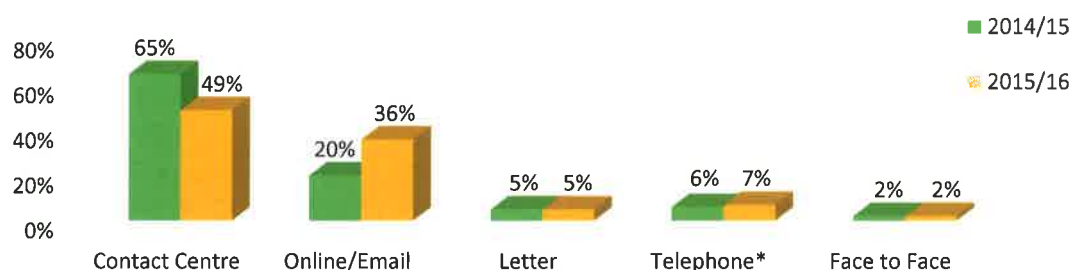
*includes the Complaint Line

- Although we cannot compare like-for-like given the difference in complaint volumes between the two years, it should be noted that more customers used alternative channels to the Contact Centre when raising their complaints in 2015/16 compared to the previous year. This suggests many customers are happy to engage with the Council via digital means instead of the more traditional methods.

- No comparison can be made with 2013/14 as complaint channels were not being captured at that time.

1(e) – Analysis by nature of complaint

All complaints received by the Council are recorded on a centralised customer record management system (Lagan) and each complaint is categorised.

The Council has established 6 complaint categories and the following graphs show the volume of complaints handled under each for both Stage One and Stage Two:-

Stage One:
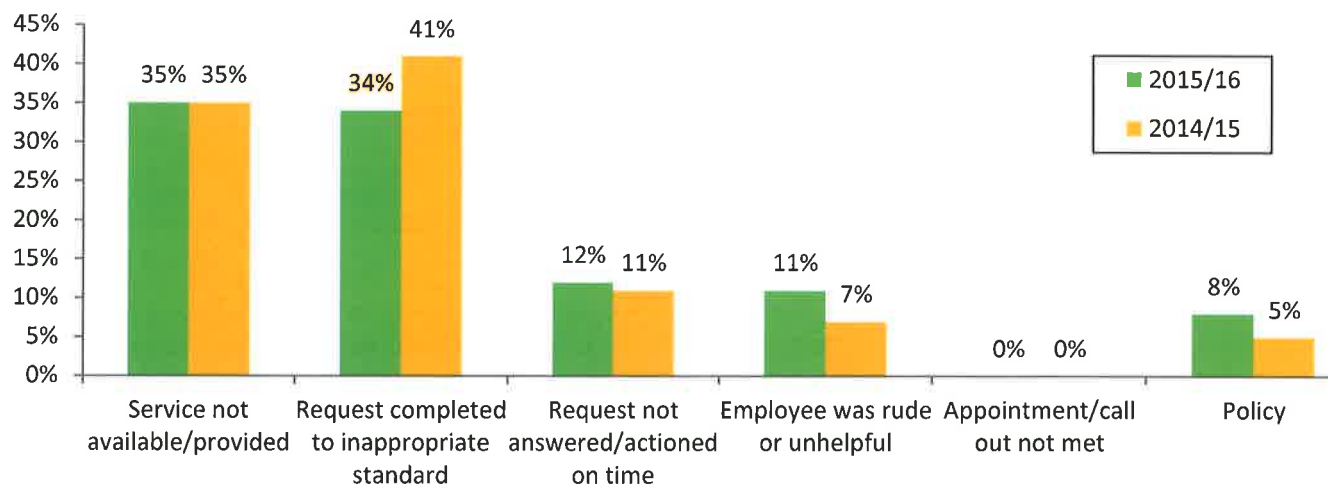
Stage Two:
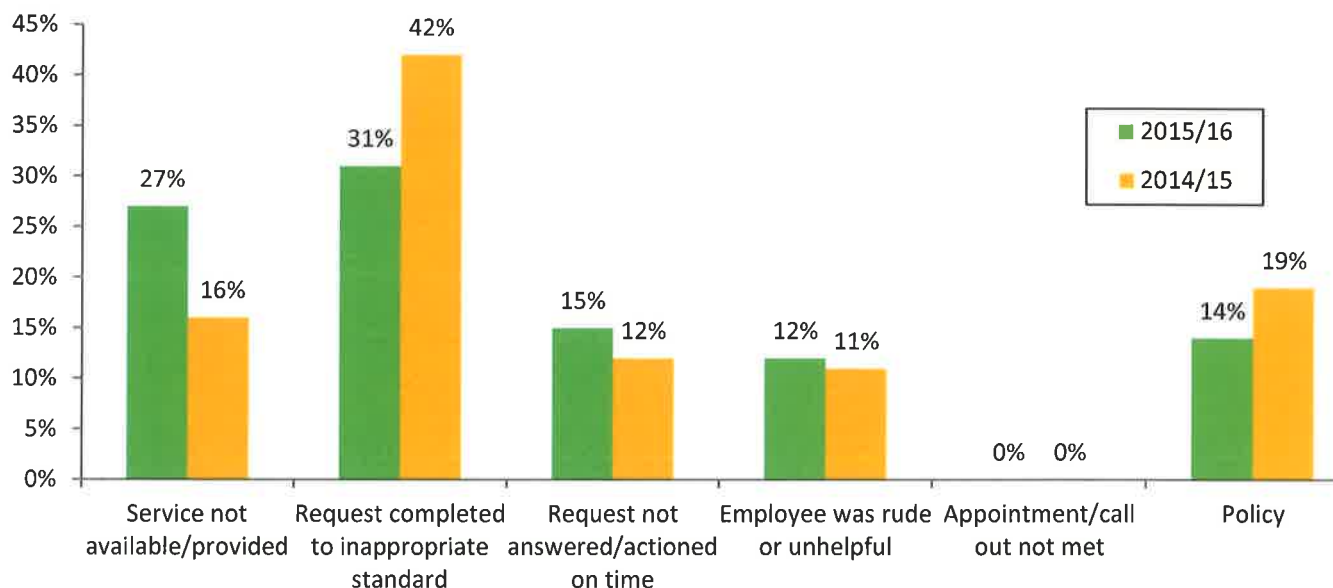
- It is not possible to compare complaint categories with 2013 as these were not being captured at that time.

2 – Complaints closed at each Stage

	Stage One	% of total received	Stage Two	% of total received
2015/16	1,330	91%	131	9%
2014/15	2,005	94%	134	6%
2013/14	1,829	90%	202	10%

- Whilst there is no target for the number of complaints that should be handled under each Stage (as the Council cannot predict how many complaints will be complex or not), the majority will typically be handled under Stage One as most will be non-complex in nature. This is highlighted in the table above.

3(a) – Complaint outcomes

	Upheld / Partially Upheld		Not Upheld					
			Quality	%	Policy	%	Regulatory	%
2015/16	778	53%	508	35%	144	10%	31	2%
2014/15	1,553	73%	402	19%	155	7%	29	1%
2013/14	1,414	70%	428	21%	152	7%	37	2%

- Fewer complaints were upheld in 2015/16 compared to previous years due mainly to an increase in complaints closed as "Not Upheld – Quality". This was because:

  o There has been an increase in complaints received via the on-line facility where many were actually treated as Service Requests, comments or enquiries (almost half of all 508 complaints closed this way were received electronically)
  o Some were complaints but were anonymous and the content/substance was of such poor quality they could not be investigated or actioned

- There is no target for the number of complaints the Council should uphold as complaint outcomes cannot be predicted.

3 (b) - Average time in working days for a full response at each Stage

Stage	2015/16 Average	2014/15 Average	2013/14 Average	Target (actual)
Stage One	3.1	3.1	3.7	5
Stage Two	14.4	13.1	9.8	20

- The average time in working days for a response under both Stages has consistently met the SPSO (actual) target response times since the procedure went live in April 2013.

- Although there has been an increase in the average days when comparing Stage Two complaints over the years, full investigations have to be completed before the Council can state its position. Services are therefore not encouraged to resolve these quickly and instead focus on the quality of the investigation and not the speediness of the response. As there has been a gradual increase over the last three years, discussions will take place with Services to determine if there is a reason for this upward trend.

3 (c) – Average time in working days for a full response per Service

The table below provides a Directorate breakdown for 2015/16 detailing the average time in working days for a response under Stage One and Stage Two.

To assist with interpreting the table, Stage One complaints have a timescale to resolve of 5 working days and Stage Two complaints have a timescale to resolve of 20 working days.

Chief Executive			
	Stage	**Average days to resolve**	**Number of complaints**
Chief Executive Service (including Member Services)	One	6	3
	Two	nil	nil
Legal	One	1	1
	Two	nil	nil

Education & Youth Employment			
	Stage	**Average days to resolve**	**Total number of complaints**
Education - HQ	One	5.8	25
	Two	20	14
Education - Schools	One	3.4	61
	Two	19	15

Finance & Corporate Support			
	Stage	**Average days to resolve**	**Total number of complaints**
Benefits	One	1.4	31
	Two	3	2
Revenues	One	1.6	45
	Two	2.4	9
Finance - Other	One	3.7	12
	Two	13.7	4
Customer Services	One	2.1	62
	Two	8	3
Multi-Service	One	2.8	30
	Two	17	39
HR	One	2	2
	Two	10	2

Place			
	Stage	**Average days to resolve**	**Total number of complaints**
Building Services	One	2.7	118
	Two	nil	nil
Facilities Management	One	6.2	21
	Two	Nil	nil
Transport	One	2	1
	Two	20	1
Waste Services	One	2.4	413
	Two	12	1
Housing	One	2.1	55
	Two	13.9	21
PMI	One	3.4	99
	Two	13.7	3
Roads	One	4	156
	Two	13	1
Streetscene	One	4.4	173
	Two	9.6	5

Economy & Communities			
	Stage	**Average days to resolve**	**Total number of complaints**
Planning / Strategic Planning & Infrastructure	One	2.5	6
	Two	8	6
Protective Services	One	3	10
	Two	14	3
Community Development	One	19	1
	Two	4	1
Community Facilities	One	9	4
	Two	10	1
Information & Culture	One	nil	nil
	Two	nil	nil
Outdoor Education & Parks	One	7	1
	Two	nil	nil

- Some complaints breached timescale due to the complexity of the issues being investigated and delays being encountered in obtaining resolution information. Extensions may have been approved for some of these complaints and this is highlighted later in the report.

- It would appear Services with higher complaint volumes resolve complaints more quickly than those that handle fewer complaints. This will be explored more fully in 2016/17.

4 – Upheld / Partially Upheld Complaint percentage volumes by Service

The table below shows the percentage of complaints that were upheld or partially upheld per Directorate in 2015/16:

	Total Volume received
Place	73%
Finance & Corporate Support	19%
Education & Youth Employment	6%
Economy & Communities	1%
Chief Executive (incl. Democratic Services)	<1%

The table below details the department breakdown:

	Total Volume received	Volume Upheld	% Upheld
Chief Executive			
Chief Executive Service	3	3	100%
Education			
Education – Schools	76	33	43%
Education – HQ	39	14	36%
Economy & Communities			
Sports & Activity	1	1	100%
Community Development	2	1	50%
Protective Services	13	4	31%
Community Facilities	5	1	20%
Planning (incl. Strategic Planning & Infrastructure)	12	2	17%
Place			
Transport	2	2	100%
Waste Services	414	279	67%
Streetscene	178	113	63%
Building Services	118	70	59%
PMI	102	35	34%
Facilities Management	21	7	33%
Roads	157	50	32%
Housing	76	12	16%
Finance & Corporate Support			
Customer Services (incl. Contact Centre, Customer Service Centres & Registrations)	65	49	75%
Finance – Benefits	33	23	70%
Finance – Revenues	54	34	63%
Finance – Other	16	9	56%
HR	4	2	50%
Multi-Service	69	24	49%

- Although Waste Services had the highest volume of upheld complaints in 2015/16, they averaged less than 2 upheld complaints per working day. This is a much improved average compared to the 4 upheld complaints per day in 2014/15.

5 – Complaints closed at each Stage within 5 and 20 working days
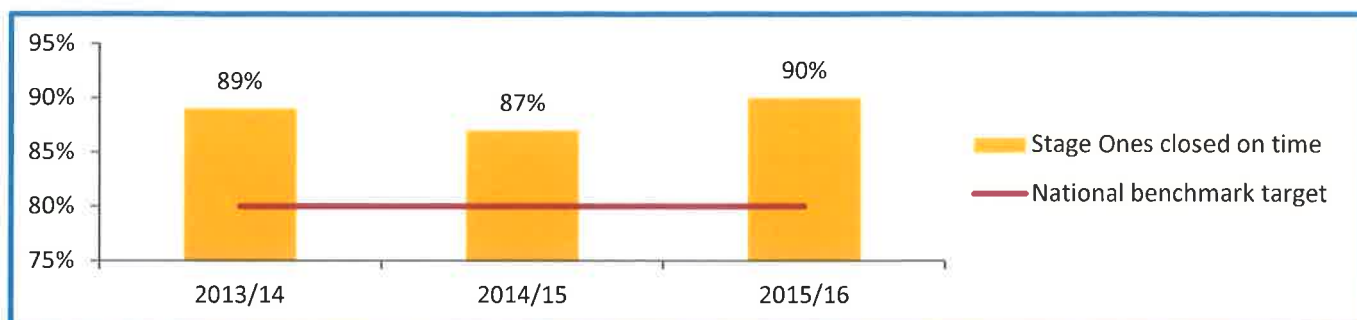
- 90% of all Stage One complaints in 2015/16 were resolved within timescale. This is an improvement on the volume closed within timescale in previous years.
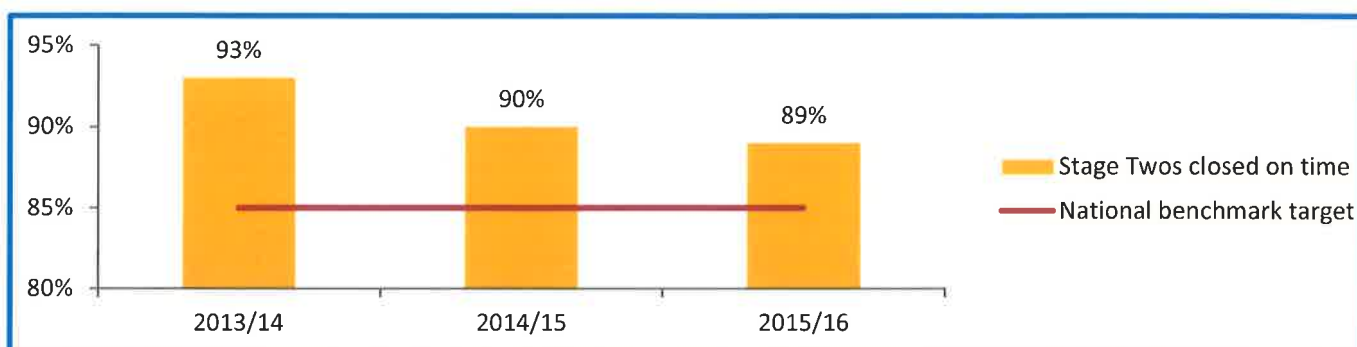
- The Improvement Service conducted a review of 2014/15 complaint data for all 32 Scottish Local Authorities and national averages were calculated for complaints closed on time for Stage One and Stage Two. These averages are **80%** and **85%** respectively and are used to benchmark complaint performance. NAC are meeting (and exceeding) these benchmarks.

- A number of Stage Two complaints did not make timescale in 2015/16. This was due to a number of factors, including complaints taking longer to resolve because of their complexity, key employees not being available to assist with investigations and offices/departments closing down at certain periods during the year.

- To help address these issues and improve timescales not being met for both Stages, a communication reminder regarding the process for extending Stage One and Stage Two timescales was issued to all key complaint contacts in January 2016 and may result in an increase in extensions being requested and approved in 2016/17.

143 complaints (10% of the overall complaint total) did not meet timescale during 2015/16 and a breakdown is below:-

Chief Executive	Volume not closed on time	Total volume of complaints	% breached
Chief Executive Office	1	3	33%

Education & Youth Employment	Volume not closed on time	Total volume of complaints	% breached
Education – HQ	7	39	18%
Education – Schools	12	76	16%

Economy & Communities	Volume not closed on time	Total volume of complaints	% breached
Sports & Activity	1	1	100%
Community Learning & Development	1	2	50%
Community Facilities (Halls/Centres)	2	5	40%
Planning (incl. Strategic Planning & Infrastructure)	1	12	8%

Place	Volume not closed on time	Total volume of complaints	% breached
Facilities Management	7	21	33%
Streetscene	40	178	22%
Roads	29	157	18%
PMI	9	102	9%
Housing	3	76	4%
Waste Services	18	414	4%
Building Services	4	118	3%

Finance & Corporate Support	Volume not closed on time	Total volume of complaints	% breached
Finance - Other	2	16	13%

Multi-Service complaints

	Volume not closed on time	Total volume of complaints	% breached
Multi-Service	6	69	9%

- Multi-service complaints are typically Stage Two complaints that contain a number of complaint elements relating to more than one Service. As the SPSO require a 'one response' approach to these, the Complaint Team take the lead and co-ordinate such complaints.

- In 2015/16, the Team handled a total of 39 Stage Two multi-service complaints and 4 of these (10%) breached their Due Dates due to delays in receiving responses or information from Services. 2 Stage One complaints also breached timescale for the same reason.

- To reduce the number breaching timescale, the Team have introduced an escalation process when there are delays in receiving responses from Services and will be more mindful of requesting extensions to timescales.

6 – Complaints where an extension to the timescale has been authorised

- 3 Stage Two complaint timescales were extended in 2015/16 and all were closed within the new agreed due dates.

- As several complaints in 2015/16 breached their timescale and extensions may have been approved for some of these, a communication advising the option of extending timescales was issued from the Complaint Team to all key complaint contacts in January 2016.

7 – Customer satisfaction with complaints handling

- Complaint Handling Satisfaction Surveys are issued quarterly to complainants to capture their views on the Two Stage CHP.

- The survey questions were revised in 2015/16 to ensure feedback is based on a user-led concept. The first survey was issued at the end of September 2015 and a second issued at the end of January 2016. The results of these surveys are contained in Appendix 2.

8 – Changes or improvements as a result of complaints

Complaint Training
It is important that Council employees are aware of the Two Stage CHP and have sufficient knowledge and skills to record and handle them.

Since April 2013, over 430 employees cross-Council have attended the Council's Corporate Complaint Workshop and over 100 employees have undertaken a bespoke e-learning module. It is expected all remaining employees will complete this training when the Complaint Workshop is transferred to a computer-based training package later this year.

SPSO Conference
2015 was the first year the SPSO hosted a complaints conference. Three presentations took place on "learning lessons", "learning from our customers" and "learning from complaints". In addition, there were three interactive workshops covering *Complaints: A Self-Assessment Improvement Framework*; *Quality Assuring complaint responses* and *Learning from Complaints root cause analysis: Human Factors*.

Some of this material will be incorporated as best practices in 2016 and will help complement the existing training tools already available to employees.

Improvements by Services
- Complaint reports are issued to key contacts in each Service on a monthly basis. The reports are reviewed for accuracy and remedial action undertaken if incorrect complaint information or data is identified. Reports are also issued to each Service quarterly, together with a quarterly report submitted to the Council's Corporate Management Team.

- Actions and improvements as a result of complaints received are published on the NAC website under the banner "You Said, We Did".

- Not all Services can implement improvements due to a number of factors, including the substance of the complaint, the feasibility of implementing changes and resource/budget considerations.

Improvements (specific or general) as a result of complaints in 2015/16 are listed in Appendix 3.

9 – Health & Social Care Partnership complaints

	2015/16 Volume
Total volume of formal complaints received	109
Volume closed on time (under existing Three Stage process)	59
Volume Upheld / Partially Upheld	46
Volume Not Upheld	60
Volume still open @ 1 April 2016	3

- 56% of all formal complaints handled in Health & Social Care Partnership (H&SCP) under their existing Three Stage procedure were closed on time in 2015/16. Complaints that did not meet timescale were due to the complexity and sensitivity of the issues being investigated.

- Although most complaints are handled on a case by case basis and Service-wide improvements are not applicable, 3 specific improvements were made as a result of complaints received in 2015/16 and these are noted below:

  - Process changes within Community Care (Mental Health and Learning Disabilities) to ensure enquiries regarding Mental Health Officers are fielded to employees who have received the appropriate training

  - A review to be carried out with the Council's litigation team to improve the processes and procedures for employees handling enquiries from solicitors in relation to private AWAI (Adults With Incapacity Act) applications

  - The Directorate have been increasing capacity to provide care-at-home support through the recruitment of additional care-at-home assistants. This has already proved successful with a reduction in waiting times from hospitals and within the community.

As noted in previous complaint reports, H&SCP currently use a Three Stage CHP and it is likely the Directorate will align with the model Two Stage CHP in early 2017. To support this move, a pilot commenced within the Directorate in 2015 to record Stage One complaints under the Two Stage CHP used by the rest of the Council. Complaint data is currently being collected in support of this pilot and analysis of the outputs will be shared in a future quarterly report.

The Three Stage procedure the Directorate follow is detailed below:

- An acknowledgement in writing issued to the complainant within 5 days of receipt

- A response in writing issued as soon as reasonably practicable and within 28 days of receipt

- The Complaint Review Committee (CRC) make recommendations in writing to the appropriate committee as soon as practicable and within 56 days after the complainant has requested a CRC

- NAC decide what action to take and notify the complainant of any decision within 42 days of receiving the CRC recommendations

- Any extension of the above periods should be agreed by both NAC and the complainant.

10 – Glossary

Term	Explanation
Stage One	Stage One (aka *Frontline Resolution*) aims to resolve straightforward customer complaints that require little or no investigation. Any employee may deal with complaints at this stage and they can be resolved via any channel. The main principle is to seek resolution at the earliest opportunity and as close to the point of service delivery as possible. Stage One complaints must be responded to within 5 working days unless an extension (a maximum of 5 additional working days) is requested and approved by a senior manager. The Council should, however, always aim to resolve these types of complaints within 5 working days.
Stage Two	Not all complaints are suitable for Frontline Resolution and not all complaints will be satisfactorily resolved at that stage. Complaints therefore handled at Stage Two (aka *Investigation*) typically require a detailed examination before the Council can state its position. These complaints may already have been considered at the Frontline Resolution stage, or they may have been identified from the outset as being complex, serious or high risk and needing immediate investigation. Any Investigation aims to establish all the facts relevant to the points made in the complaint and to give the customer a full, objective and proportionate response that represents our final position. Stage Two complaints must be responded to within 20 working days unless an extension is approved by senior manager in conjunction with the customer. Investigation complaints require a written response, signed by a senior manager.
Complaint criteria	When expressions of dissatisfaction are received, the Council must determine if the issue falls into one of 6 complaint categories: • A service that should have been provided was not • A service was not provided to an appropriate standard • A service request has not been answered or actioned • A staff member was rude or unhelpful • A staff member did not attend an appointment/call-out • The complaint relates to a policy (internal or external) If the issue being raised relates to one or more of the above, the matter is considered a corporate complaint and should be recorded and handled as such in Lagan. If not, it is not a complaint and should be actioned as a Service Request or enquiry accordingly.

Appendix 1 – Compliments

Over 330 compliments were recorded in Lagan in 2015/16. As there are too many to list here, a selection of compliments received will continue to be reported in quarterly complaint reports.

Below is a breakdown of the compliments recorded in Lagan for each Directorate in 2015/16:-

Directorate	Volume
Democratic Services	6
Education & Youth Employment	2
Economy & Communities	41
Place	174
Finance & Corporate Support	109
Health & Social Care Partnership	5

- A number of compliments were cross-service, with customers commending more than one department

- Some compliments were internal, with employees complimenting other employees (some of which work in other Services)

- Several compliments related to specific individuals, as well as departments in general

In 2015 the process was improved to make it easier to record compliments and a compliment logging guide was placed on Connects and training delivered across some of the Directorates. This has resulted in a 20% increase in compliments being recorded in 2015 when compared to the previous year and helps highlight the good work being done across the Council both at an individual and Service level.

Appendix 2 – Complaint Handling Satisfaction Survey

As the survey questions now fall under specific headings, the key themes identified are listed below.

"Considering a complaint" (what did the customer consider when making their complaint)

- Under this section, 67% of respondents said they felt they should raise a complaint because something had gone wrong
- 54% said they felt raising a complaint would enable the Council to make things better
- 53% said they had a right to complain
- 25% of respondents said they knew the Council had a complaint procedure
- 25% said they knew there were different ways to raise their complaint
- 21% said they knew the Council would act on their complaint

"Making your complaint" (how did the customer feel when making their complaint)

- 50% said they knew there would be a formal record of their complaint
- 47% of respondents said they felt confident raising their complaint
- 39% said they knew their complaint would be passed to the appropriate person/department to resolve
- 25% said they felt they would be listened to when making their complaint
- 24% said they felt their complaint would be taken seriously

"Staying informed during your complaint" (how did the customer feel during the complaint process)

- Under this section, 32% of respondents said they felt the staff handling their complaint were empowered to resolve it
- 28% said they felt their concerns were understood and that staff empathised with their situation
- 21% said they knew what Stage their complaint was being handled under
- 9% of respondents said they received regular updates about the progress of their complaint

"Resolving the complaint" (what happened when the complaint was resolved by the Service)

- Only 32% of respondents said they were contacted with the outcome to their complaint
- 14% said their complaint was handled fairly
- 15% said the response from the Service directly addressed their complaint

"Reflecting on your complaint experience" (how did the customer feel about making a complaint again)

- Under this section, 82% of respondents said they would complain again and 44% said they would advise and encourage others to make a complaint
- 36% of respondents said they would complain again as it is important to raise issues
- 25% said they would complain again as complaints help improve service delivery
- 10% of respondents said they would complain again as they see the difference their complaint has made (to their own situation and/or to others)

The survey results suggest more effort is required to address the perception that raising complaints is a wasted exercise. It is extremely important that the Council take all complaints we receive seriously, together with any additional feedback customers provide, that might help identify changes or improvements to services.

The survey results also show customers are not always being contacted with the outcome of their complaint. This is an area the Council needs to improve on as future survey results will almost certainly remain low until the root cause is identified and addressed.

Appendix 3 – Service Improvements

Below are some of the improvements (specific or general) made by Services as a result of complaints received in 2015/16:-

Service	Improvements made in 2015/16
Customer Services	The Contact Centre introduced a new phone system in July 2015 that allowed: • Full integration with Lagan, reducing the need to manually search for customers • Voice Recognition, reducing call handling times • Enhanced call routing Since implementation, the volume of call waiting time complaints has reduced by 42% and the average waiting time has halved. Training was delivered to focus on soft skills and in particular how to cope with difficult calls. The first session was very successful and will be rolled out to the rest of the teams. As a result of feedback from a customer using the freephone in the Irvine Customer Service Centre, changes will be made to the configuration of the telephone to reduce the number of options available and allow speed dials to take the customer directly to the required service. A user guide to support the changes will also be made available to allow customers to easily identify the option they require. A new customer satisfaction survey process went live in April 2016 and the Service will be able to better identify individual employees where satisfaction scores were low, or negative feedback was provided. This will allow targeted training.
Finance	**Benefits** Most upheld complaints in 2015/16 related to the speed of processing claims. This was due to resourcing where there were a number of vacant positions in the Service. Interviews took place and new employees started in February 2016. The Service is currently undergoing a Lean Six Sigma review on the new claims process. **Revenues Service** There were a couple of instances where customers had been advised incorrectly regarding Council Tax issues. In these cases feedback was provided to the Contact Centre advisers to clarify these areas and prevent re-occurrence. As part of a complaint, Scottish Water confirmed information had been sent to the Council but it had not been received. An investigation identified an incorrect email address was being used for replies to enquiries. This was highlighted to Scottish Water and the correct email address will be used in future. A complaint was received regarding the timing of issuing bills for Direct Debit payers. During the investigation, it was identified that the Direct Debit timetable provided to Customer Services by Revenues was wrong. This was corrected and the right cut off dates for bills provided, reducing the reoccurrence of such complaints going forward. In another case, the customer was unhappy that the Council Tax discount did not apply to the water and wastewater charges and felt that the wording on the Council Tax annual leaflet did not make this clear. As a result, the wording on the leaflet will be reviewed and updated as appropriate prior to the next issue. As a result of an issue with our external printers, a customer account was accidentally passed to the Sheriff Officer but action was swiftly taken by the printers to prevent re-occurrence. The customer also attempted to set up a Direct Debit payment arrangement which was not carried out correctly and as a result, payment was not requested. The costs incurred by the customer as a result of the error were refunded and further training provided to employees to ensure Direct Debit requests are correctly processed. Another complaint involved a customer who had applied for Council Tax exemption and the letter to advise the award was not issued due to human error. Feedback was provided to the employee and new exemption award letter templates were created for use going forward. Employees were also issued with a general reminder to issue letters in all cases where a Council Tax bill is not issued.

Service	Improvements made in 2015/16
PMI	As a result of a complaint concerning a customer being on the Kitchen program where no works were carried out, address lists for the Capital Programmes are now issued to Building Services electronically which should reduce complaints in this area.

Due to a complaint regarding scaffolding being erected in a customer's garden, processes and procedures are being reviewed by our Roofing/Render Contractor and the Contract Officer will consider the practicality of including a delivery date of the scaffolding in the notification letter.

As a result of a complaint about a delay in fixing a gas fire, our Gas Maintenance Contractor (Saltire) will be reviewing their procedures and re-briefing all employees on the processes to follow where follow-up works are required.

In future, when processes are compressed, the Major Works Information pack will be mailed out with letter informing tenants they are on the programme |
| Waste Services | During 2014/15, there was an initial (but not unexpected) increase in the number of enquiries and complaints as the kerbside changes that were introduced in January 2014.

Specific actions that were taken to address these complaints and improve service delivery to customers had the desired effect - analysis of Waste Services complaints in Q1 2015 showed the number of upheld complaints equated to an average of 1 complaint being received per working day.

Customer Services Week took place in October 2015 and Waste Services Foremen visited the Contact Centre as part of their PPDs. The visits were designed to help them understand the complaint processes that were introduced and increase their understanding of the Contact Centre. In return, some Contact Centre Advisers completed two hour spells on refuse collection vehicle beats as part of a "back to the floor" exercise. These initiatives provided a better appreciation of what the other department does, as well as a greater understanding of how each department interlinks with the other.

Complaints within Waste Services have plateaued, with an average of 2 upheld complaints being received per day in 2015/16. Nonetheless, the Service believes that the level of complaints can be further reduced and has included within the Waste Resources Service plan a commitment to improve customer service and customer experience. The service has completed a restructure and part of that restructure was to create a post of Service Development Officer. In addition, the Service has identified projects to undertake reviews of processes using Six Sigma methodology and service managers have undertaken training to green belt standard. This will lead to better processes and improved service delivery which should reduce complaints by delivering the service right first time. |

Complaint Team

Out-with business as usual activity, the Team achieved the following in 2015:

Helped facilitate Corporate Complaint Workshops. The content of these Workshops will be reviewed in 2015 to ensure they are fit for purpose.	Increased the number of school complaints through creation of a presentation delivered to Head Teachers in August 2015.
Changes made to Lagan to support the mini restructure within Economy & Communities.	Organised SPSO Investigator training with over 20 NAC complaint handlers benefitting from specialised training.
Supported Directorate Support with Elected Member request logging in Lagan.	Complaint pages updated in Connects to make them more user friendly and fit for purpose.
Compliment process enhanced to support new Performance Review meetings between Executive Directors and the Chief Executive.	The team took ownership of Customer Satisfaction in Customer Services and improved the processes
Significant involvement in Health & Social Care Partnership complaint pilot, including facilitating meetings and training, assisting in pilot Complaint Workshops, creating guides and documents	The team won silver in the Complaint Team of the Year category at the 2015 European Customer Services Awards and were shortlisted for the 2015 Contact Centre Awards.

Appendix 4 – ALEO complaints

The SPSO requested in 2013 that all Scottish Local Authorities ensure that Arms-Length External Organisations (ALEOs) or similar bodies comply with the requirements of the Model Complaints Handling Procedure (CHP). In line with SPSO requirements, the Board of North Ayrshire Leisure Limited (NALL) agreed and adopted the new North Ayrshire Council CHP.

For the period 1st April 2015 to 31st December 2015, the Company received a total of 128 complaints and 56% of these were resolved under Stage One. The remaining 44% were resolved under Stage Two.

Data relating to Q4 complaints is currently being reviewed and being signed off by the NALL Board. Once sign-off is obtained, the Q4 data will be sent to the Corporate Complaint Team for review and validation.

The complaints received have been categorised as follows.

Category	2015/16 YTD Total	% of total
Facilities General	27	22%
Facilities Cleanliness	4	3%
Customer Service	35	27%
Activities and Programming	35	27%
Policy/General	23	18%
Marketing and Promotion	4	3%
TOTAL	**128**	**100%**

The number of complaints received during the period categorised under Activities and Programming and Customer Service are largely relating to the roll out of the Swimming Lessons programme.

The table below details a year on year comparison of complaints received in relation to each category area.

Category	Year to date	
	2014/15	2015/16
Facilities General	32	27
Facilities Cleanliness	4	4
Customer Service	15	35
Activities and Programming	55	35
Policy/General	24	23
Marketing and Promotion	4	4
TOTAL	**134**	**128**

The table below details complaint response times overall and by category. Performance figures show that all complaints were answered within the 20 working day target with 56% were answered within 5 working days.

Category	Stage One (< 5 days)	Stage Two (<20 days)
	2015/16 YTD Total	2015/16 YTD Total
Facilities General	20	7
Facilities Cleanliness	2	2
Customer Service	17	16
Activities and Programming	21	18
Policy/General	9	12
Marketing and Promotion	3	1
TOTAL	**72**	**56**

Complaint responses are provided via the same channel the complaint is received (or by letter or e-mail for Stage Two responses). Where possible and appropriate, complaints made verbally are addressed and answered verbally as quickly as possible by the appropriate manager.

The Company values all complaints received and uses them to inform management and development decisions going forward. Examples of Complaints received over the period and the Company response is shown in the table below.

Improvements made in 2015/16		
Category	**Nature of Complaint**	**Company Response/Action**
Facilities General	Customer complained that he could not pay for a £3.00 swim by debit card	Company Policy on debit card payments changed to reflect customer demand – no minimum on card payments
	Customer called to report that the electrical cable used to inflate the fun run at Garnock Pool had bare wires, customer also reported to reception.	Manager went immediately to Garnock Pool and inspected cable and organised for an electrician to repair as required. Customer was contacted to update on action taken. Family passes were sent and customer was happy with phone call and prompt action taken.
	Hired Vikingar for a quiz and is complaining there were not enough tables and chairs and room was not set up on time.	Company apologised and explained that the nature of Barrfields as a working theatre means that there were only a limited number of tables and chairs available. This should have been advised to the customer when booking.
Customer Service	Customer complained about various problems experienced when completing on-line subscription process.	On-line subscription process fully reviewed and amended to address issues raised in customer complaint.
	Customer complained about the attitude of a lifeguard and the way she was spoken to which she felt was unnecessary.	Manager emailed and apologised for poor service and explained role of lifeguard in preventing accidents. The lifeguard in question has been reminded of the standards of customer service and appropriate training has been arranged. Two family swim passes were sent to the customer.
	Customer raised concerns about his daughter's apparent lack of progress through the swimming lessons programme and poor communication with teachers.	Company contacted customer and advised that progress through programme was as per "Scottish Swimming" guidance. Teacher has bens ked to improve communication with parents. The new Scottish Swimming Passport Scheme will improve communication when implemented.
Activities and Programming	Customer complained about a change in the price paid for a Pilate's class.	Full review of Company product pricing on IT System to ensure all products at correct price.
	Customer complaint regarding lack of communication relating to the provision of 1-2-1 swimming lessons for her son.	Swimming Development Officer spoke to the customer to advise that a 1-2-1 slot has been identified at Garnock and customer has confirmed this is suitable. Senior Sports Development Officer also followed this up with an email to confirm the slot and apologised for poor communication.
	Customer complained that areas of the swimming pool were roped off on a Sunday morning for lessons.	Company advised that there should only ever be one area roped off for lessons and that this was to accommodate all users to the pool.

Appendix 5 – SPSO referrals

Information relating to North Ayrshire customers who referred their complaints to the Scottish Public Services Ombudsman (SPSO) in 2015/16 was recently published and is noted in the table below:

	2015/16 Volume
Referrals made to SPSO for *Advice*	**26**
Referrals that were premature i.e. a customer has approached the SPSO without having first exhausted the Council's Two Stage complaint procedure	18
Referrals that were not duly made or withdrawn	8
Volume of complaints handled under *Early Resolution 1*	**12**
Volume not duly made or withdrawn	1
Volume out of jurisdiction	7
Volume where outcome not achievable	4
Volume of complaints handled under *Early Resolution 2*	**4**
Upheld	0
Recommendations made	1
Volume of complaints handled under *Investigation 1*	**0**
Volume of complaints handled under *Investigation 2*	**0**

- The total number of referrals the SPSO received in 2015/16 across all 32 Scottish councils was 1,764. 42 of these were made by North Ayrshire customers/residents, equating to 2% of the number of referrals received.

- The SPSO took an interest in 16 NAC referrals and requested three complaint files for review. They made a recommendation relating to one which the Service in question actioned and the SPSO were satisfied with the outcome. The SPSO made no recommendations in relation to the other two files, but made observations around record keeping and general communication with the customer. Again, the Service in question took steps to address these and the SPSO were satisfied with the actions taken.

- No outcome decisions NAC made in connection with these files were overturned or reversed by the SPSO.

End of Report